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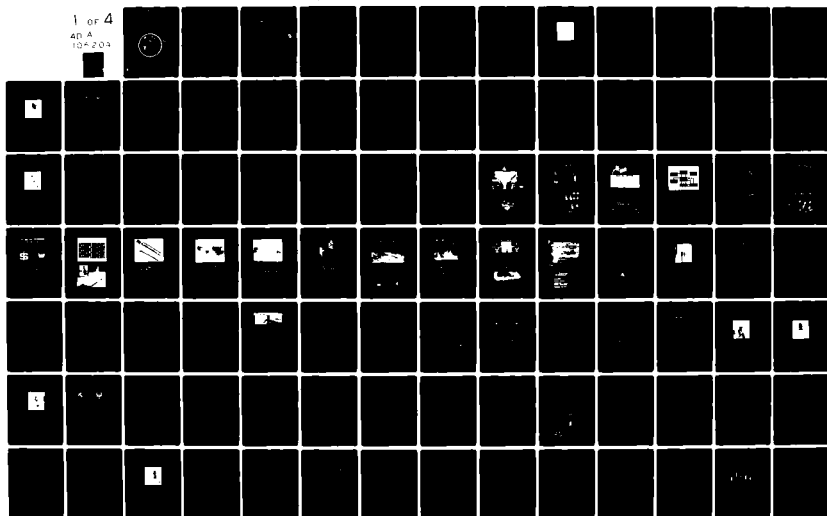
DEPARTMENT OF DEFENSE WASHINGTON DC  
PROCEEDINGS OF THE ANNUAL TRI-SERVICE MANUFACTURING TECHNOLOGY --ETC(U)  
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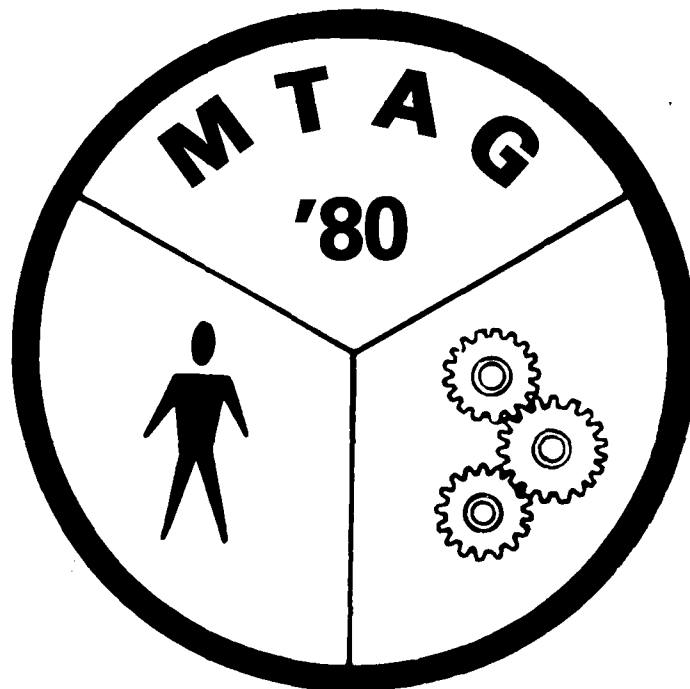


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**PROCEEDINGS  
OF THE  
TWELFTH ANNUAL TRI-SERVICE  
MANUFACTURING TECHNOLOGY  
CONFERENCE**



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**SHERATON-BAL HARBOUR  
BAL HARBOUR, FLORIDA**

**19-23 October 1980**

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### **THEME**

The Department of Defense has long recognized the need to develop and exploit new or improved manufacturing technology. The objectives of this Conference were to bring together the leaders of manufacturing technology from the government, industry and academia to exchange information and to review future DoD plans and past accomplishments to assure a coordinated, effective effort directed toward improving DoD materiel acquisition.

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PROCEEDINGS OF THE  
~~TRI-SERVICE~~ ANNUAL  
TRI-SERVICE MANUFACTURING TECHNOLOGY  
CONFERENCE (1980)

19-23 October 1980.

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SHERATON-BAL HARBOUR,  
BAL HARBOUR, FLORIDA,

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## GENERAL PROGRAM

SUNDAY, 19 OCTOBER 1980

ADVANCED REGISTRATION 2:00-7:00 p.m.  
Main Lobby

EARLY BIRD RECEPTION 7:00-8:30 p.m.

MONDAY, 20 OCTOBER 1980

REGISTRATION, Main Lobby 7:00 a.m.

OPENING SESSION 8:00-12:00 noon  
Grand Ballroom

ADMINISTRATIVE REMARKS - *Mr. Raymond L. Farrow*

WELCOME - *Mr. Darold L. Griffin*

KEYNOTE ADDRESS - *General John R. Guthrie*,  
Commanding General, U. S. Army Materiel Development  
and Readiness Command

### OVERVIEW OF MANUFACTURING TECHNOLOGY PROGRAMS

U.S. ARMY - *Mr. Darold L. Griffin*, Chief, Office of  
Manufacturing Technology, U.S. Army Materiel  
Development and Readiness Command

U.S. NAVY - *CPT Fred Hollick*, Director, Manufacturing  
Technology Program, Naval Material Command

U.S. AIR FORCE - *Mr. James J. Mattice*, Director of  
Manufacturing Technology, Air Force Wright  
Aeronautical Laboratories

DARPA - *Dr. Michael J. Buckley*, Program Manager,  
Materials Science Division

DEPT. OF COMMERCE - *Mr. Charles H. Kimzey*,  
Office of Cooperative Generic Technology

TECHNICAL SUBCOMMITTEE 1:30-5:00 p.m.  
OVERVIEWS, Grand Ballroom

CAD/CAM - *Mr. Fred Michel*

Electronics - *Mr. Charles McBurney*

Inspection and Test - *Mr. Edward Criscuolo*

Metals - *Mr. Gordon Ney*

Munitions - *Mr. Robert Mesuk*

Non-Metals - *Mr. Robert Tomashot*

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**INFORMATION TRANSFER** 8:00-10:00 p.m.  
**Floridian Room**  
**Moderator - Dr. Lloyd Lehn**, Assistant for Manufacturing  
 Technology, Office of the Under Secretary of Defense  
 for Research and Engineering  
**Center for Utilization of Federal Technology -**  
*Ms. Marjorie King*, Department of Commerce  
**Information Services Available from DTIC -**  
*Mr. Paul Klinefelter*, Defense Technical Information Center  
**Army Manufacturing Technology Data Base System -**  
*Mr. John Petrone*, U.S. Army Industrial Base Engineering  
 Activity  
**Need for Manufacturing Technology Information Analysis**  
**Center - Mr. Louis Gonzalez**, General Electric - Tempo.  
**NASA - Mr. Floyd I. Roberson**, Director, Technology  
 Transfer Division

**TUESDAY, 21 OCTOBER 1980**

**INDUSTRIAL SOCIETY** 8:30-12:00 noon  
**PRESENTATIONS, Grand Ballroom**  
**American Defense Preparedness Association -**  
*Mr. Robert Hilchey*  
**Aerospace Industries Association - Mr. Ralph Patsfall**  
**American Welding Society - Mr. Robert C. Holland and**  
*Mr. Ronald C. Reeve*  
**Electronic Industries Association - Mr. Dale Hartman**  
**Numerical Control Society - Mr. Edward Toton**  
  
**INDUSTRIAL SOCIETY** 1:30-2:30 p.m.  
**PRESENTATIONS, Grand Ballroom**  
**National Machine Tool Builders Association - Mr. John Deam**  
**Society of Manufacturing Engineers - Dr. John Kahles**  
  
**NBC WHITE PAPER** 3:00-4:30 p.m.  
**IF JAPAN CAN, WHY CAN'T WE**  
**Floridian Room**  
  
**EXHIBITS (Open)** 2:30-5:30 p.m.  
**Grand Ballroom**  
  
**EXECUTIVE FORUM** 3:00-5:00 p.m.  
**Caribbean Suite (By Invitation Only)**  
**Moderator - Mr. John Blanchard**, Principal Assistant Deputy  
 for Materiel Development, U.S. Army Materiel Development  
 and Readiness Command

RECEPTION (No Host), Poolside 6:30-7:30 p.m.  
BANQUET, Grand Ballroom 7:30-10:00 p.m.  
BANQUET SPEAKER - *Mr. Peter F. McCloskey*  
President, Electronic Industries Association

**WEDNESDAY, 22 OCTOBER 1980**

INDUSTRY/SUBCOMMITTEE 8:30-12:00 noon  
TECHNICAL MINI-SYMPOSIA  
CAD/CAM - Eastward and Westward #1  
Electronics - Pan American Room  
Inspection and Test - Barbados Room  
Metals - Floridian Room  
Munitions - Westward #2  
Non-Metals - Bermuda Room  
LUNCHEON, Grand Ballroom 12:00-1:30 p.m.  
INVITED GUEST SPEAKER  
*Dr. Arden L. Bement*  
Deputy Under Secretary of Defense  
for Research and Engineering  
(Research and Advanced Technology)

INDUSTRY/SUBCOMMITTEE 1:30-5:00 p.m.  
TECHNICAL MINI-SYMPOSIA  
CAD/CAM - Eastward and Westward #1  
Electronics - Pan American Room  
Inspection and Test - Barbados Room  
Metals - Floridian Room  
Munitions - Westward #2  
Non-Metals - Bermuda Room  
TECHNICAL MINI-SYMPOSIA 7:30-9:30 p.m.  
Academia Manufacturing Technology - Pan American Room

**THURSDAY, 23 OCTOBER 1980**

EXECUTIVE COMMITTEE 8:30-12:00 noon  
Eastward Room  
TECHNICAL MINI-SYMPOSIA 8:30-12:00 noon  
Academia Manufacturing Technology - Pan American Room  
Foreign Manufacturing Technology - Floridian Room

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**KEYNOTE ADDRESS**

by

**GENERAL JOHN R. GUTHRIE**

**Commanding General**

**U.S. Army Materiel Development and Readiness Command**

Thank You John and Good Morning Ladies and Gentlemen.

I'd like to start this morning by seconding John Blanchard's warm welcome to this 12th Tri-Service Manufacturing Technology Advisory Group meeting which the Army is privileged to host.

I would also like to thank the program committee, and all of you, for the opportunity to be here today to participate, in some small way, in your efforts to define the major thrusts of manufacturing technology programs for the next five or more years. My only regret is that prior commitments prevent me from remaining here the full time scheduled for these deliberations, for our theme of "Productivity Growth in the '80's" is of fundamental importance to every member and every segment, military and civilian, domestically or foreign oriented, of our society.

I shall not, in the time permitted me, attempt to delve into the particulars of possible productivity improvements within specific defense or non-defense industries. You who are in, or interact with, industry on a day-to-day basis at management and working levels, know far better than I the problems and their probable remedies. Rather, I would like, from my perspective, to comment on certain directions and initiatives, proposed or already initiated, which relate to industrial productivity and its impact on the military and economic security of our nation. While my emphasis will, obviously, fall on the former, the interdependence of these two areas, and their resultant combined impact on our international political standing, is more acute than ever before in our history -- and can only become more so during the next ten years.

In turn, we -- industry, academia, DOD and the services -- must recognize the intensified imperative for working together which flows from this reality. We have not always felt this imperative, or felt it as strongly, as I believe we now do. And I think it is fundamental to our work here this week that we establish, as our unspoken but ever present objective, that spirit of teamwork which -- if I may build on the theme of this meeting -- is fundamental if we are truly to enhance our productivity.

Without underestimating the difficulties involved, I believe that we must, at all levels, seek to ameliorate or eliminate some of the adversarial elements which, in the past, have crept into our relationships. An it may well be that "productivity," because of its current high visibility throughout every segment of our society, will in fact be the common issue around which we can most easily, and profitably, rally.

In this context -- especially since these meetings are sponsored rotationally by the services -- I am reminded of a remark of my former boss, Secretary of the Army Wilbur Brucker, which, in a backhanded way, stresses the value of a unified effort.

Every person (he said) who has served with the Navy swells with pride when he hears "Anchors Away," every Marine thrills to the sound of "The Halls of Montezuma," soldiers cheer at the sound of "The Caissons Go Rolling Along" (now the Army song), and Air Force men and women respond to "The Wild Blue Yonder." But did you ever hear anyone shout, or see anyone throw their hats into the air, at "Oh Pentagon, My Pentagon?"

Be that as it may, lastly by way of introduction, let me say that much of what follows may not be new. But, to quote George Orwell, "we have now sunk to a depth at which the re-statement of the obvious is the first duty of intelligent men." It is my belief that, as a defense establishment, as an industrial nation, we must commit ourselves firmly, and quickly, to redressing the military and economic imbalances that we allowed to develop in the 1970's. Moreover, we must, together, move beyond simple commitment: we must apply the requisite talents and resources to achieve and maintain measurable progress.

With all the current talk about reindustrialization and revitalizing the manufacturing sector of our economy, we are extremely vulnerable to equating the start of our journey to the actual achievement of our goal. (I recently saw a bumper sticker that read: Increased Productivity is the answer ... now, what's the question?) True, we must initially ask the right questions, and we must establish goals, building, as we do so, on the vision of our predecessors in these and similar conferences.

But as men and women vitally concerned with the present and future military and economic strength of our nation, we must insure that the structure we seek to devise will not only address the issues of today and tomorrow, but will do so with a realistic and attainable blueprint for solid achievement. We cannot afford to underestimate the magnitude of this challenge, a magnitude well summarized by Mr. Cyrus Vance shortly after he resigned as Secretary of State. He said:

We must have in our minds a conception of the world we want a decade hence. The 1990 we seek must shape our actions in 1980, or the decisions of 1980 could give us a 1990 we will regret.

In broadcast outlines, the world we seek is one of peace, of human freedom and human dignity. Without doubt, that world will not exist unless we -- the Western World and America in particular -- reach a consensus about the level, rate, and distribution of resources for the near and long term

modernization of both our military forces and our manufacturing sector. And fundamental to achieving this world is our ability to devise and execute measures to rejuvenate the less productive, yet still economically viable, segments of our industrial base -- whether these be directly or indirectly associated with national defense requirements -- and to spur the expansion of those segments which continue to be economic pacesetters in the world market.

How is this to be done? That, in large measure, as I see it, is the task which this meeting is to investigate and on which I hope you will make recommendations.

In subsequent sessions you will hear updates from DOD and Commerce Department representatives on what has been done to date, as well as what is planned for the next year and the succeeding years of this decade. These presentations will focus on the "what"; equally important, we, government and industry, need to discuss candidly the "how" and the "by whom" aspects of our mutual effort. For example, I'm concerned about the escalating costs for defense equipment, costs that are higher than those experienced by the private sector. Why? How does industry keep these latter costs down, and how can we translate this experience to defense work?

In the same vein, 3 1/2 years ago, at a DARCOM-industry meeting, someone asked why we don't use advanced technology to reduce costs of existing systems rather than for increasing performance. After 3 1/2 years, I'm still waiting for a proposal from industry that would do just that.

On the other hand, we in the armed services, and particularly we in the Army, need to simplify and define better our requirements. We should identify better the major thrusts in defense research so that you in academia and in industry can focus your research efforts. We also must continue to influence strongly, through OSD and OMB to the Congress, changes to the current legal, tax, and depreciation systems that will help create an atmosphere conducive for increased capital investment.

In short, I suggest that our focus be in two areas: identifying precisely the elements and structures of the military, social, and economic structures within which US manufacturing is performed, and the ways in which industry and the military services, separately and together, can influence positively the productivity of American technology in an era dominated not by muscle or natural energy but by human minds and computer electronics -- the era of a new industrial revolution.

What can, what are DOD and the Army in particular doing to help achieve these ends? An initial step, albeit at times an unsteady one, was taken this past summer when the Defense Science Board met to develop specific actions designed to improve the degree of industrial responsiveness to current and possible surge military requirements. While the degradation of responsiveness varies within different industrial sectors, the Board stated that the defense industry in general suffers from major undercapitalization (the result of inflation, money costs, tax policies, competition for limited capital within multi-market firms -- in short, reduced profitability), from critical shortages of engineers and skilled workers, and from growing dependence on foreign sources for critical components such as semiconductors. The DSB also found that increased costs for parts and labor, together with increases resulting from lengthening lead times, are causing weapon system costs to rise at a current annual rate of at least 20%, double the inflation factors used by DOD.

I will not go through each of the recommendations made by DSB. Many are quite familiar to you because of the current -- and growing -- national concern about productivity -- such things as increased depreciation schedules, increased investment tax credits and lower corporate tax rates, and stabilization of production through removal of constraints on the use of multi-year contracts.

Let me, instead, single out two recommendations from the summer study which are pointed directly at the problem of productivity.

First, the DSB recommended that the DOD manufacturing technology program should be given increased emphasis in all the services by funding MANTECH to 1% of each service's procurement budget annually. For FY 80, DARCOM's direct procurement plan totalled \$6117.8 million and our total procurement goal for the fiscal year was \$7538.7. Our original MANTECH program request was \$82 million; that is 1.3% of our direct and 1.09% of our total procurement program, more than the DSB study suggests. While I strongly support the DSB's position for indexing MANTECH to procurement expenditures, I believe that 1% may well be too low. Based on the potential benefits and merits of the project proposals submitted to us and on the opportunities we envision, I would be quite willing to see the funding level rise to some 2%, or possibly higher when special opportunities arise.

Further, whatever base percentage is finally agreed upon, that figure should represent a floor which should not be breached by DOD or any of the services: I said DARCOM's FY 80 MANTECH plan was \$82 million; however, we unilaterally had funds withdrawn from MANTECH in the amount of \$9 million, which left us with an actual investment of .97% of our procurement account.

While there is much verbal support of MANTECH programs, we have a tendency, when the money becomes tight, to draw back from earlier commitments -- to our own, industry's, and, therefore, the nation's, detriment -- because of the results "don't go bang." Yet within the DARCOM program alone, we are currently experiencing a 2.9 to 1 return on those funds actually spent in our manufacturing technology programs.

The second recommendation from the DSB study that I'd like to mention is one which recommends we phase out the "largely obsolete" government-owned machine tool base. Over 75% of all DOD owned metal-working tools are now 20 years old -- or older. A report on industrial preparedness published last year by the Association of the United States Army estimates that by 1982, 70% of the Army's metal-cutting and metal forming tools will have exceeded their useful service life.

I must confess I have mixed feelings about this proposal by the DSB. While the age of these tools cannot be disputed, we have been working steadily both to identify the tools which could be integrated into modern production lines and to rehabilitate them. Seneca Army Depot and, until its conversion to produce the Abrams Tank, our facility at Lima, Ohio have participated in this program for DOD under the direction of the Defense Industrial Plant Equipment Center (DIPEC).

In addition, DIPEC remanufactures machine tools which, with the capabilities added, can be used on short notice in current production, thereby eliminating lead times and producing significant cost avoidances.

For example, in the production of the Army's new Abrams Tank, DIPEC provided 700 tools used by the Lima plant and by subcontractors. These tools, acquired 10 to 20 years ago, originally cost \$19.3 million; at today's prices, including inflation, costs for these same tools would have been \$61.9 million.

At the Lima facility alone, of 853 tools, 313 -- over 36% -- were provided by DIPEC at a cost of only \$6.25 million. The other 540 machines being used cost some \$20 million new: that is, less than two-thirds of the machine tools (the new ones) cost more than three times what we expended for the other 36%.

Granted, newer tools might be able to combine some functions being done by one or more of these 700 machines -- and cost us more. But by carefully selecting machines for remanufacturing, we have been able to avoid the costly total recapitalization of our plants.

On the other hand, when no capitalization is done, both costs (especially maintenance) and lead times can be adversely affected. How best to balance funding between remanufactured equipment and totally new capitalization requires a Solomon-like decision, and unfortunately, we do not seem to be too long on Solomons -- and just as short on dollars.

Of course, the reciprocal of the DSB recommendation to phase out government owned tools is that contractors procure, own and maintain them. But in certain areas where there is no commercial market (as the DSB noted), this is most difficult -- it may even be impossible -- e.g., munitions plants and arsenals and tank production facilities. In these instances, the government has to provide the funds -- and again we must try to make those "wise" decisions that industry has to make when you look at the marketplace.

Besides our infusion of newer technology into the production of the Abrams Tank, DARCOM, with the full support of Congress, is engaged in a massive program to modernize our conventional munitions base. Between FY 70 and FY 80, we spent \$2.4 billion in all areas -- facilities, engineering, and manufacturing methods and technology. Of this amount, \$949 million (over 39%) was spent on improved mechanical systems alone. These have reduced by 42% our requirements for mobilization manpower in the munitions base, thereby greatly improving our productivity in this vital tri-service sector.

Let me stress, in summarizing this point, that I do not advocate DIPEC as the answer to our national productivity problems. On the other hand, with defense costs as high as they are, and lead times threatening to stretch toward the far horizon, I simply say that we must all do everything possible, in response to these stimuli, to achieve maximum return from those taxpayer dollars which are made available to us.

While recognizing the role of the profit motive for industry, I believe that good stewardship is as much an obligation for those who contract with the government as for those in government. Therefore, we in DARCOM are beginning to focus more of our productivity enhancing efforts on those areas where we interact directly with industry.

Our project managers, in their Production Readiness Reviews (which are performed under the guidance of our MANTECH Office), are stressing the increased use of micro computers and integrated manufacturing systems to improve productivity. Further, a portion of our total MANTECH program is committed to engineering and "return on investment" analyses on which sound decisions can be made by industry to acquire (or defer purchase of) production equipment reflecting the latest available technology.

I don't want to give the impression that initiatives are coming, or should come, only from the services. In fact, two years ago at MTAG '78 in San Diego, representatives of the Electronics Industries Association proposed, as an extension of the Air Force ICAM (Integrated Computer Aided



Manufacturing) program, that DOD explore acquisition and cost-reduction opportunities created by the application of computers and automation to the design and manufacture of electronics equipment. In the past, quite a bit of work had been done in this area, but it had usually been directed toward discrete manufacturing steps rather than an integrated, holistic, "top-down" view combining both existing and expected near term (three to five year) technology.

The result of this recommendation was the creation of the ECAM program -- Electronics Computer Aided Manufacturing. Its objective is to define the architecture of designing and manufacturing electronic equipment and, having so defined the structure and its elements, to identify opportunities for automating selected elements in the manufacturing process that will increase productivity without causing any major disruption in design and manufacturing operations.

The estimated cost of just the definition phase of this tri-service project is \$3 million, the bulk of which is to be funded this fiscal year. The final report, to be submitted to the project administrator, DARCOM's Missile Command at Redstone Arsenal, is due in early 1982. What we expect to have detailed in the report is a manufacturing system for DOD electronics which has a common language, improved design flexibility, reduced cycle time, lower product and life cycle costs, and improved quality and reliability.

In summary, I believe that the potential now exists economically, technologically, and psychologically for industry, both defense and non-defense, to begin to regain the productivity superiority our nation once enjoyed in virtually all fields of manufacturing. OSD and the services can help by taking the lead in many areas, foremost of which are program stability, revisions in contracting policy to promote capital investment, and better forecasting of major areas of service interest so that industry and academia can more profitably direct independent research and development efforts.

In turn, industry and academia must continue to be willing to invest talent, time, and treasure to help in revitalizing American manufacturing technology. We cannot afford another decade like the 1970's -- one in which, for example, according to the National Science Foundation, the number of men and women engaged in R&D or technical activity in America rose at an average annual rate of only 2.8% -- from 556,000 to 610,000.

Together, the military services, industry, and academia, must reorient and refocus our vision. We must be willing -- and able -- to look well beyond the day-to-day operating levels and the constraints these tend to impose upon sound, long range managerial and monetary decisions which are at the heart of improving American productivity.

And I would add this final thought, if I may -- again within the context with which I began: cohesion. We cannot afford to make productivity -- or its past decline in America -- a "moral issue" in which various segments of society blame others for what has happened. We must recognize that each of us -- we are all -- to a greater or lesser extent, equally guilty: some for demanding the final 5% capability of systems while incurring unreasonable cost and time delays; others for acceding to that demand and trying to meet it; some for insufficient planning for the realities of changing and/or expanding markets; many for a reluctance to take even small risks, for failing to modernize at a reasonable, planned rate; some for an inability to work harmoniously together to develop and plan a long-range strategy for America -- and all, or at least almost all, of us for not encouraging procedures and products which provide equipment of equal performance and capability to that which we now have but at substantially reduced cost.

Morale, teamwork, integrity ("telling it like it is" and "hearing it like it is") are the imperatives -- the practical economic, military, and psychological imperatives -- through which we can achieve the goal of creating a productivity stimulating and economically profitable environment for all America. We need only be willing, each of us in our own area of expertise, to contribute our ideas and our vision to the cooperative venture of matching people, machines, and the traditional entrepreneurial genius of America to insure the continued economic and military strength of the United States throughout this decade, this century, and beyond.

As your Keynoter, my challenge to you who are attending this meeting -- and to those private and governmental interests and agencies you represent -- is to point out the direction and help us to "move out" to seize the opportunity before us -- before it is too late.

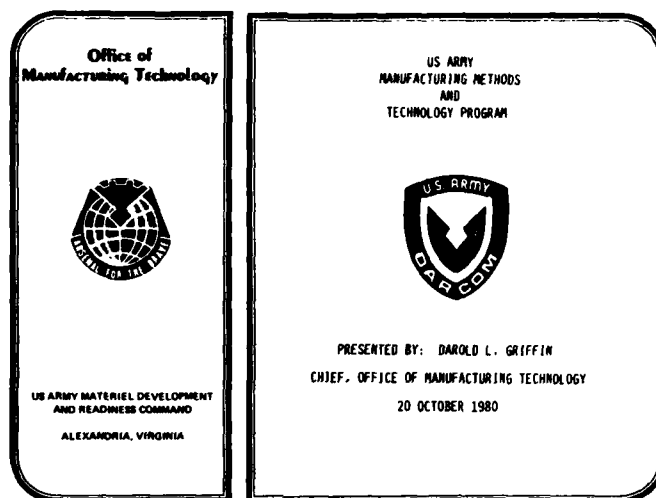


## ARMY OVERVIEW

by

MR. DAROLD L. GRIFFIN

Chief, Office of Manufacturing Technology  
U.S. Army Materiel Development and Readiness Command



Good morning ladies and gentlemen. The purpose of my briefing today is to acquaint you with the Army MANTECH Program, the progress we have made and our future objectives. Our program is now an important source of improvements in productivity, pollution abatement, materials and energy conservation, occupational safety and health and a host of other ideas that determine the cost and availability of modern weapon systems. The most important objective of the program in the 80's is to make a significant contribution to the productivity of our industrial base for weapons production.

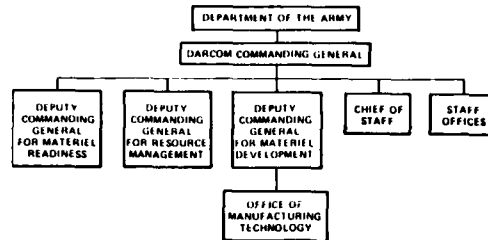
#### OUTLINE

- PROGRAM OVERVIEW
  - MANAGEMENT
  - OBJECTIVES
  - FUNDING
  - MAJOR THRUSTS FY81
- MANAGEMENT EMPHASIS
- ACCOMPLISHMENTS
- FUTURE GOALS

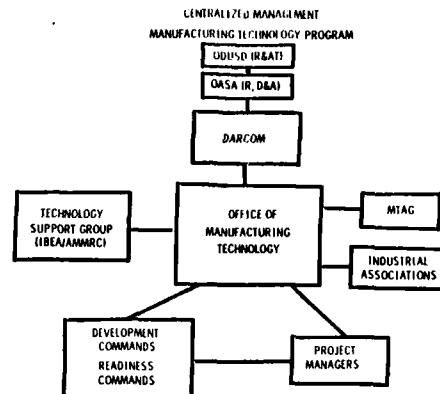
This is an outline of my presentation. The overview will cover the management objectives, funding trends and the major thrusts of the FY 81 Program.

The presentation will also cover areas of management emphasis, examples of past manufacturing technology accomplishments and will conclude with a discussion of our future goals.

# ORGANIZATION CHART



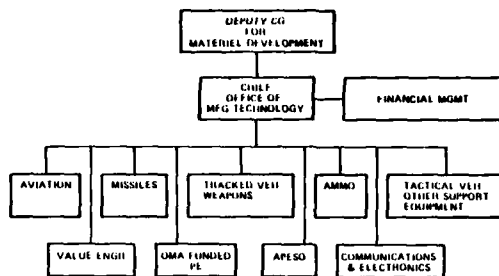
Headquarters DARCOM has been assigned the responsibility for central management of the Army's Manufacturing Technology Program. That responsibility has been fully vested in the Office of Manufacturing Technology as highlighted on this chart. The Chief of the office answers directly to the Deputy Commanding General for materiel development and is only one level away from the Commanding General. This organizational structure streamlines communications and assures high level support and attention to the program.



The management concept of the program is shown here. DARCOM Headquarters through its Office of Manufacturing Technology (OMT) provides centralized management of the program as indicated on the previous chart. Support to the OMT is provided by the Industrial Base Engineering Activity (IBEA) at Rock Island, Illinois, and the Army Materials and Mechanics Research Center (AMMRC) at Watertown, Massachusetts. Interaction with the other services and with private industry is accomplished through the Manufacturing Technology Advisory Group (MTAG) and various industrial associations.

The major subordinate commands and project managers within DARCOM are charged with maintaining manufacturing technology programs. These programs are developed at the field level and screened by senior scientific and professional personnel in a formal review board environment. The boards are assisted by experts from private industry, the academic world and other government agencies as necessary to assure realism in our objectives.

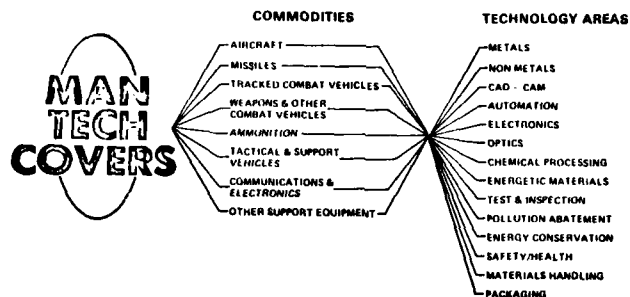
# OFFICE OF MANUFACTURING TECHNOLOGY



The Office of Manufacturing Technology is presently comprised of fifteen persons including the chief, a financial management specialist, and professional engineers managing the areas shown on the lower portion of the chart. The office is also responsible for value engineering, design to unit cost, production engineering and the Army Production Engineering Services Office (APESO) all of which are related to and supplement our Manufacturing Technology Program.

While the office is small, its members are highly respected professionals who are often called upon to help solve difficult problems. The office has assisted in a number of assessments of US manufacturing capabilities for high technology systems, and has become the focal point in Headquarters DARCOM for command-wide improvements in productivity.

## SCOPE OF DARCOM MANUFACTURING TECHNOLOGY PROGRAM



DARCOM has the broadest Manufacturing Technology Program responsibilities of the three services. This chart shows the major commodities and technologies that are supported within the program. The ammunition program is the largest element of our overall program and supports the Army, Air Force, Navy and Marine Corps. It is truly a DoD technology program and is reviewed and endorsed by the single manager for conventional ammunition.

Our field operations deal in all facets of manufacturing technology as can be seen on the right hand side of the chart. These include all types of metals, nonmetals, computer aided design and manufacture, automation ranging from single machines to major multi-million dollar integrated production facilities, electronics, microelectronics and optics. It also includes chemical processing from simplified unit operations to major chemical manufacturing plants such as those used in the manufacture of propellants and explosives; energetic materials, automated testing and inspection; pollution abatement for metal working, metal processing and chemical manufacturing operations; energy conservation for both personal comfort and unit operations; occupational safety and health and product safety. In addition, it includes materials handling and packaging using a broad variety of materials and techniques.

#### MT PROJECT EMPHASIS

- PRODUCTIVITY
- SUPPORT OF MAJOR SYSTEMS
- REDUCTION OF LEADTIME
- READINESS

Here in brief is the Army's emphasis: Productivity is the number one issue. It is being accomplished by focusing on advanced technology for major weapon systems, reducing leadtime, and where needed, improving ecology and working conditions. The bottom line of the program is Readiness at a Reasonable Cost.

#### MT PROGRAM OBJECTIVES

- USE OF ADVANCED MANTECH FOR ECONOMIC PRODUCTION
- BRIDGING THE GAP BETWEEN R&D AND PRODUCTION
- APPLICATION OF COMPUTER TECHNOLOGY
- ECOLOGY AND SAFETY
- CONSERVATION

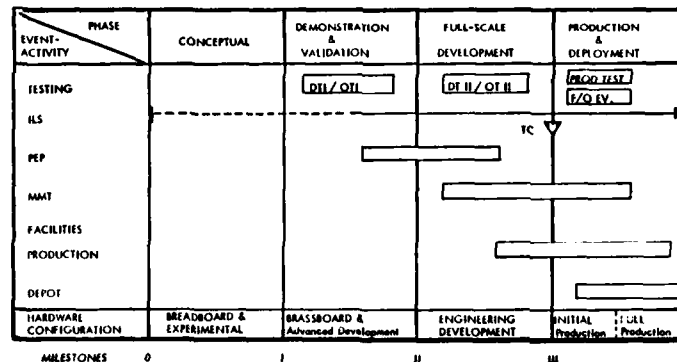
Our objectives are shown on this chart.

The first objective is to adapt the most advanced industrial technology of the US and foreign countries to the economic production of modern weapons systems.

The second objective of the program is to assist in the transition of new products from development to full-scale production.

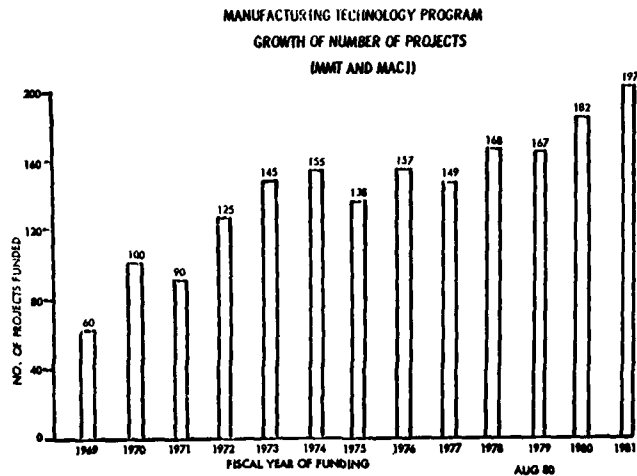
Other objectives include finding solutions to specific technological problems including occupational health and safety, pollution abatement, conservation of materials and energy, and unique problems associated with the manufacture of specific commodities, assemblies or piece parts.

LIFE CYCLE MANAGEMENT MODEL

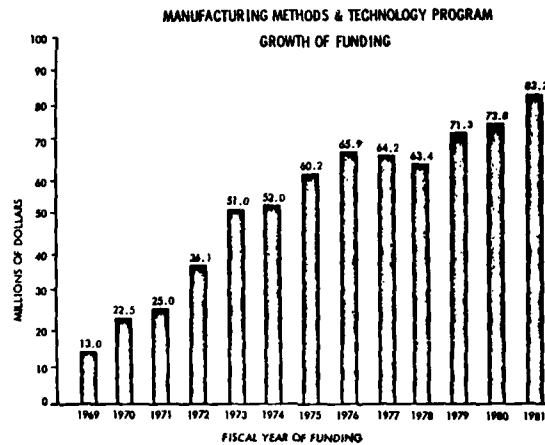


The Army approach to manufacturing technology is to make it an integral part of the product life cycle from advanced development through full-scale production. The effort is initiated with the RDT&E funded Producibility Engineering and Planning (PEP) program. Under this program, producibility of the product is evaluated and influenced, production line layouts are developed and potential manufacturing problem areas are identified.

The manufacturing methods and technology program is used to adapt and prove the suitability of processes, techniques and equipment for industrial production and depot rebuild operations.



Now let's look at the number of projects funded by the Army during the period from 1969 through 1981. The program has experienced a growth of over 300 percent during the period despite the increasing complexity of individual projects and technology.



The growth in the number of projects was accompanied by a 640 percent growth in funding during the same period but we had no real growth in FY 79, 80 or 81. The slight decline in FY 77 and FY 78 represents a reordering of priorities in the ammunition program. In FY 79 and FY 80 our program was restructured from a program of generic projects with broad weapons applications to one that concentrates on generic technology for specific weapon systems; ones that are likely to consume most of the Army's procurement dollars over the next several years. The FY 82 budget shows the impact of that restructuring and it carries through for the entire five-year period from FY 82 to FY 86 as I'll show later.

ACTIVE MMT PROJECTS FY80 AND PRIOR YEARS		
	NUMBER OF PROJECTS	VALUE, \$M
AIRCRAFT	72	19.7
MISSILES	64	25.8
TCV & WEAPONS	101	26.4
AMMUNITION	281	106.3
OTHER	129	75.0
TOTAL	547	249.2

This chart shows the active MMT projects, by major appropriation. As of 27 August 1980 we had 547 active projects with an approved value of \$249 million. Ammunition, our Tri-Service Program, accounted for approximately 33 percent of the projects and 42 percent of the funds.

MANUFACTURING TECHNOLOGY PROGRAM FY81 (\$ MILLIONS)		
APPROPRIATION	MMT + MACI	
• AIRCRAFT	10.6	
• MISSILES	10.6	
• TCV & WEAPONS	12.5	
• AMMUNITION	21.8	
• OTHER	27.7	
TOTAL	83.2	

SOURCE: FY81 DA APPORTIONMENT REQUEST, MAY80

This chart shows the distribution of the FY 81 program among the five Army appropriations. The "Other Appropriation" which includes support equipment such as electronics and communications equipment, is the fastest growing portion of the budget, accounting for nearly 33 percent of the FY 81 program. The next chart shows a breakdown of the "Other Appropriation."

MANUFACTURING TECHNOLOGY PROGRAM, OTHER PRIOR PROGRAMS APPROPRIATION FY81 (\$ MILLIONS)		
ACTIVITY 1	ACTIVITY 2	ACTIVITY 3
• TACTICAL AND SUPPORT VEHICLES	• COMMUNICATIONS AND ELECTRONIC EQUIPMENT	• MATERIALS AND PRODUCT TESTING TECHNOLOGY
	• NIGHT VISION DEVICES	• METROLOGY AND CALIBRATION TECHNOLOGY
	• ELECTRONIC AND MICROWAVE COMPONENTS	• ENGINEERING HANDPOWERS
	• COMMUNICATION DEVICES	• TROOP SUPPORT EQUIPMENT
	• TC TECHNOLOGY	
		TOTAL
		27.7

The other appropriation is made up of the three activities shown here. Activity 1 covers processes for manufacture of tactical and support vehicles. Activity 2 covers communications and electronics equipment and Activity 3 covers miscellaneous activities. One of these activities is troop support equipment which includes such items as gas masks and other defensive equipment.



MAJOR THRUSTS  
FY 81 MMT PROGRAM  
\$87.7 MILLION

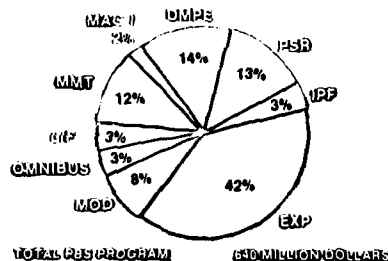
- MANUFACTURE OF COMPOSITES
- DEVELOP AND IMPLEMENT AUTOMATED INSPECTION/TEST/DIAGNOSTIC METHODS
- DEVELOP PROCESSES FOR SEMICONDUCTOR MATERIALS
- POLLUTION ABATEMENT AND ENERGY CONSERVATION
- COMPUTER INTEGRATION OF ELECTRONIC MANUFACTURING
- PLANT MODERNIZATION

A cross section of the major thrusts of the FY 81 program are shown on this chart.

Automation of processes, advanced process control, inspection technologies and labor efficient materials handling systems will be emphasized along with pollution abatement and energy conservation.

Programs range from the manufacture of composites to better processes for semiconductors to plant modernization. The composites are mostly for aircraft; the semiconductors for night vision devices and high density integrated circuits; and the plant modernization for ammunition, weapons, and depots.

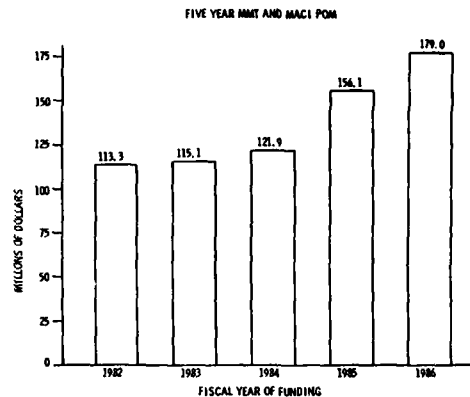
**FY81 PBS PROGRAM DISTRIBUTION**



The Army is committed to both a MANTECH program and a capital investment program for production facilities in areas where private capital is not available. Manufacturing technology is the keystone to that capital investment program and its primary source of new technology. The overall FY 81 program is \$640 million.

The acronyms are explained below:

- MMT - Manufacturing Methods and Technology.
- MACI - Military Adaptation of Commercial Items.
- DMPE - Depot Maintenance and Production Equipment
- PSR - Production Support and Replacement (For existing Army owned Production Facilities).
- IPF - Initial Production Facilities
- EXP - Expansion of Production Facilities (Normal Follow-On to IPF).
- MOD - Modernization of Existing Facilities.
- OMNIBUS - Engineering to Design New Production Lines whether Financed and Built by Industry or the Army.
- LIF - Layaway of Industrial Facilities (No current production but required for emergencies or other future requirements).



This chart shows the Army's planned program for FY 82 through FY 86. You'll note the sharp increase from \$83.2M in FY 81 to \$113.3M in FY 82 and the continued upward trend throughout the balance of the period. This is an uninflated program built on the "Support of Weapons Systems" concept.

FIVE YEAR MMT AND MACI PLAN  
FY82 - 86

FORECAST: \$137 MILLION/YEAR

• AIRCRAFT .....	13.2%
• MISSILES .....	8.1
• TCV & WEAPONS .....	20.2
• AMMUNITION .....	27.5
• OTHER .....	31.0

SOURCE: POM

The distribution of funds among the various commodities during the FY 82-FY 86 time frame is shown here. Funds will be available to capitalize on opportunities in each major area with the "Other Appropriation" consuming the largest share of all MMT funds.

#### MANAGEMENT EMPHASIS

- PROGRAM GUIDANCE
- PRODUCTION COST DRIVER ANALYSIS
- COORDINATION WITH WEAPONS DEVELOPER
- COORDINATION/INTERACTION WITH INDUSTRY
- TECHNOLOGY TRANSFER
- IMPLEMENTATION OF RESULTS

The important areas of managerial emphasis are shown on this chart. Our program guidance is more definitive than ever before to include priorities, suggested areas for investment, potential joint efforts, and guidelines for planned implementation of completed projects.

We are also emphasizing cost driver analyses, improved coordination with the weapons developer and industry and more attention to technology transfer and implementation.

Immediately upon completion of this conference we are going to embark on a program to simplify our whole system of project justification and reporting. We've been nibbling at this problem for a year and the time has come to attack it head on.

#### FACTORS DETERMINING PROJECT PRIORITIES

- REQUIREMENTS
  - PEACETIME PRODUCTION
  - MOBILIZATION
- POLLUTION ABATEMENT
- ENERGY CONSERVATION
- IMPROVED SAFETY
- ECONOMICS

This chart shows the factors that drive project priorities in the program. These factors were selected because they are essential considerations in planning good projects.

Requirements are particularly difficult to pin down because they are dynamic. Changing military threats, budget constraints, the number of sources of supply, and many other factors influence requirements causing us to work and rework this part of the equation. None-the-less, it's such an important factor in the technology and capital investment strategy that one must make an informed judgement in order to proceed.

#### VISIBILITY OF PLANNED PROGRAM

- 5 YEAR PLAN
- INDUSTRY BRIEFINGS BY COMMANDS
- MTAG TRI-SERVICE SUBCOMMITTEE MEETINGS
- INDUSTRY ASSOCIATIONS

We believe our MANTECH program is best served by keeping our plans and needs highly visible both internally and externally. Last January we developed and published a five year plan mapping the future course of the program. This plan will be updated annually and is available through our MANTECH office or IBFA for your information and critique.

The information flow is also accomplished through industry briefings at the subordinate commands of DARCOM, MTAG Tri-Service subcommittee meetings and through participation in industry associations.

#### PRODUCTION COST DRIVER ANALYSIS

- MAJOR AND MINOR SYSTEMS
- COST DRIVER CONFERENCES
- ANALYZING THE FACTORY

Production cost driver analysis is a technique being used throughout the Army to identify fruitful areas for MT work. Conferences with industry such as the one held in March 1980 on Aircraft, have effectively exploited this technique to identify needed MANTECH projects.

As we put the MANTECH program to work to improve the productivity of production facilities for new weapon systems, it is being used in the analysis of the factories that will build those weapons.

#### COORDINATION WITH WEAPONS DEVELOPER

- JOINT R&D ADVANCED PLANNING/MANTECH BRIEFINGS TO INDUSTRY
- MANTECH INPUT TO EARLY PRODUCT DESIGN
- PARTICIPATION IN PRODUCIBILITY ENGINEERING AND PLANNING PROGRAM
- PARTICIPATION ON CONFIGURATION AND PRODUCT IMPROVEMENT BOARDS

The manufacturing technology program is being made an integral part of our weapons development program commencing with the advanced planning briefings to industry. Manufacturing Technology engineers are expected to participate in the research and development programs through producibility engineering and planning studies and membership on configuration management and product improvement boards. The objective is to generate an environment in which designers will include the manufacturing process as a natural part of their design decision making. We cannot afford the time or expense of redesigning and retesting sophisticated weapons for production.

#### COORDINATION WITH INDUSTRY

- MTAG
- SEMINARS AND CONFERENCES
- ARMY PUBLICATIONS
- END OF PROJECT DEMONSTRATIONS

Coordination with industry is fundamental to the success of our program. That coordination is being accomplished thru this forum, seminars and conferences and DARCOM publications such as the MANTECH Journal, and manufacturing technology bulletins, notes and tabloids.

This is a two-way street, of course, and we welcome your suggestions for projects, inquiries on work we have completed or have underway and general suggestions to improve the program.

#### IMPLEMENTATION AND TECH TRANSFER

- MICOM TRIAL EVALUATION ON MT IMPLEMENTATION
- SOURCES FOR MANTECH INFO
  - NATIONAL TECHNICAL INFORMATION SERVICE
  - DOD TECHNICAL INFORMATION CENTER
  - OFFICE OF MANUFACTURING TECHNOLOGY
- MTIAC STUDY
- ANNUAL MTAG DOD-INDUSTRY MEETING
- MTAG SUBCOMMITTEE ACTIVITIES

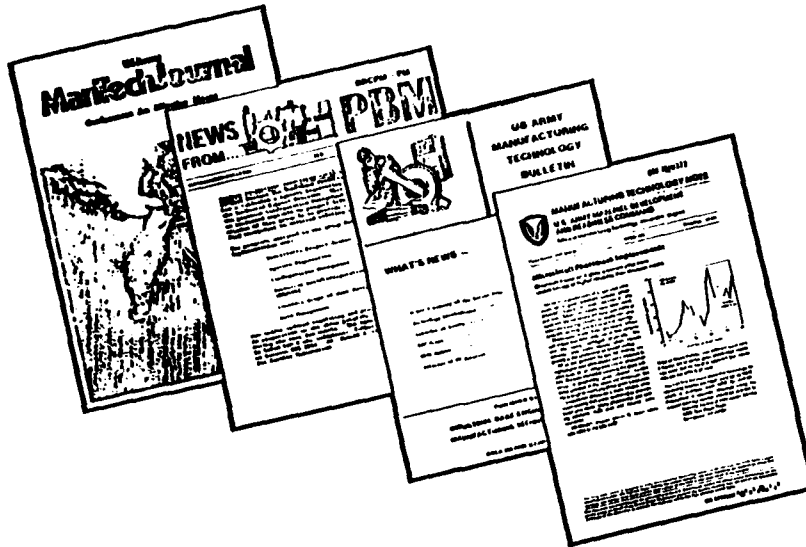
Implementation and technology transfer have been the weakest part of the MANTECH program throughout DoD. All of us in the defense MANTECH community have spent a great deal of time this past year in searching for solutions to the problem.

The US Army Missile Command (MICOM) is incorporating a requirement for implementation into its MANTECH contracts. This experiment is being conducted on a trial basis to evaluate the effectiveness of the approach. Implementation plans are now required at the completion of all projects.

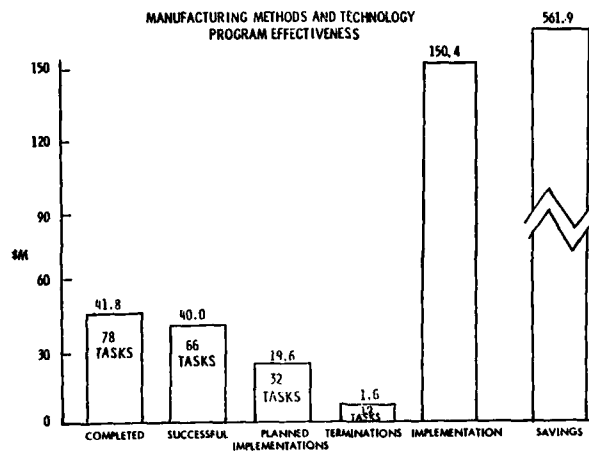
Sources of MANTECH information are shown at the center of the chart and we invite you to use them as often as needed. If in doubt, write the office of manufacturing technology at DARCOM and we'll help you.

A study is currently underway to evaluate the feasibility of a Manufacturing Technology Information Assessment Center (MTIAC). If established, the center will be a dedicated source of technology. Last, but not least, are MTAG and the associated activities.

## TECHNOLOGY TRANSFER



Shown here are the front pages of four Army publications used to publicize our accomplishments. They include the ManTech Journal, U.S. Army ManTech Bulletin, the U.S. Army ManTech Notes and news from the Production Base Modernization Agency. They are available for distribution to both government and industry.



Data from implementation plans of successful projects completed during the six-month period from 31 December through 30 June 1980 are shown here. \$41.8M worth of projects were completed, \$40.0M worth of 96 percent were technically successful and \$19.6M worth or 47 percent have planned implementation. The remaining 3 percent were terminated. The implementation costs were estimated at \$150.4M. Savings of \$561.9M will be realized resulting in a return on investment of 2.9 to 1.

This next series of charts show examples of successful projects from the Army's prior year program. The charts are self explanatory.

## DARCOM PRIOR YEAR MM&T IMPLEMENTATION TURBINE ENGINE COMPONENTS

EFFORT NO: 1 XX 7103

TITLE: IMPROVED MANUFACTURE OF TURBINE  
ENGINE COMPRESSOR COMPONENTS

COST: \$740,000

### BENEFITS

THIS PROJECT DEVELOPED MACHINERY AND PROCESSES FOR PRODUCTION OF TURBINE ENGINE COMPRESSOR COMPONENTS THAT HAD NEVER BEFORE BEEN MANUFACTURED. APPLICATION WAS SHOWN ON THE BLISK AND IMPELLER FOR THE T700 ENGINE.

IMPLEMENTATION ON THE T700 PRODUCTION LINE AT THE GENERAL ELECTRIC PLANT WILL COST \$14 MILLION, BUT WILL SAVE \$16,000 PER ENGINE OR \$60 MILLION AT THE SCHEDULED PRODUCTION RATE.

IMPLEMENTATION  
COST: \$14M



## DARCOM PRIOR YEAR MM&T IMPLEMENTATION EXPLOSIVE RECOVERY

EFFORT NO: 5 74 4205

TITLE: PROCESSING SPENT ACID FROM  
RDX/HMX REACTION FOR  
RECOVERY OF EXPLOSIVES

COST: \$70,000

### BENEFITS

THIS PROJECT INSTALLED A HEATING AND CIRCULATING LOOP ONTO THE PRIMARY EVAPORATOR FEED TANK IN THE SPENT ACID RECOVERY PROCESS AT HOLSTON AAP.

THIS HEAT EXCHANGER INCREASED THE SOLUBILITY OF RDX/HMX IN THE SPENT ACID, THUS DECREASING THE EXPLOSIVE LOAD LIMIT OF THE LINE. ADDED BENEFITS INCLUDE \$11,000/YEAR STEAM COST SAVINGS FROM RECOVERING CONDENSATE. ALSO, THE HOT FEED PREVENTS BUILDUP OF CRYSTALLIZED RDX ON PIPE WALLS.



## DARCOM PRIOR YEAR MM&T ACCOMPLISHMENT LOCASERTS

PROJECT NO: 3 76 3225

TITLE: PRODUCTION METHODS FOR  
MOUNTING NON-AXIAL LEAD  
COMPONENTS

COST: \$195,000

### RESULTS

- MARTIN-MARIETTA CORP. ENHANCED AUTO-MATIC INSERTION METHODS FOR NON-AXIAL LEAD ELECTRONIC PACKAGES: DUAL-IN-LINE, (DIP), PIN THROUGH HYBRIDS, AND TO-TYPE CANS.
- THEY DEVELOPED A PLASTIC, INJECTION MOLDED, LOCATOR-INSERTER (LOCASERT) PAD AND A COMPONENT INSERTION MACHINE TO POSITION THIS PAD.
- LOCASERTS REDUCE PRINTED CIRCUIT BOARD (PCB) ASSEMBLY TIME AND COST ON ALL LEVELS FROM MANUAL TO COMPLETE AUTOMATION.
- IMPLEMENTATION OF THIS PROJECT WILL RESULT IN AN ESTIMATED SAVINGS OF \$760,000 PER YEAR.

Figure 1  
COMPONENTS IN LOCASERTS

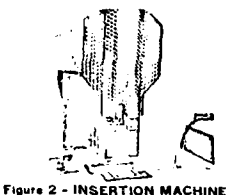


Figure 2 - INSERTION MACHINE

## DARCOM PRIOR YEAR MM&T ACCOMPLISHMENT DIE CAST HOUSINGS

PROJECT NO: 5 77 4416

TITLE: DEVELOP AND PROVEOUT OF  
ALTERNATE MANUFACTURING  
PROCESSES FOR S + A

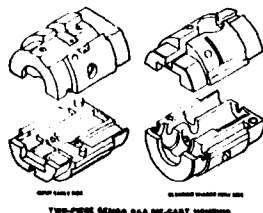
COST: \$120,000

### RESULTS

THIS PROJECT PROVIDED THE FABRICATION AND VERIFICATION TESTING OF AN ALTERNATE SAFE AND ARMING HOUSING FOR USE IN THE GEMSS MINE SYSTEM. OTHER APPLICATIONS OF THIS HOUSING ARE GATOR AND MOPMS.

THIS DIE CAST PART IS CONSIDERABLY SIMPLER AND LESS EXPENSIVE THAN THE BAR STOCK FABRICATED PART.

IMPLEMENTATION OF THIS PROJECT WILL RESULT IN ESTIMATED SAVINGS OF \$1.6 MILLION PER YEAR.



## FUTURE GOALS

- IMPLEMENT COMMAND-WIDE MIS SYSTEM FOR PROGRAM CONTROL
- SIMPLIFICATION OF BUDGETING AND REPORTING SYSTEMS
- INCREASE SUPPORT TO WEAPONS SYSTEMS
- INCREASE PARTICIPATION BY INDUSTRY
- BECOME TECHNOLOGY DRIVER FOR CAPITAL INVESTMENT PROGRAM
- ENCOURAGE GREATER USE OF IR&D PROGRAM FOR MT

The future goals of the Army program are shown here. We want to fully utilize the management information system designed and brought on stream in 1979. That system provides a capability for improved program control and technology transfer. We plan to simplify documentation and reporting requirements by eliminating unused reports, requirements for duplicate information, etc. The current system was designed a decade ago for a much less sophisticated program than we have today.

Last year just over 60 percent of the program was contracted to industry: we would like to increase that to 65 percent or more, keeping in-house only those dollars necessary to supervise and validate the results of the projects.

The independent research and development program is a good tool for ManTech and we encourage its use for that purpose.

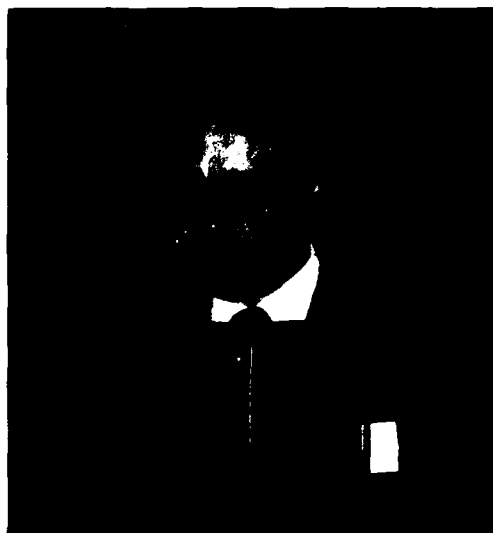
### PRODUCTIVITY IN THE 80'S

... USE OF TECHNOLOGY TO REDUCE MANUFACTURING COSTS AND TO HELP IN THE RESOLUTION OF OUR OTHER BASE PROBLEMS IS A MAJOR RESEARCH, DEVELOPMENT AND ACQUISITION PROGRAM INITIATIVE FOR THE 1980'S ...  
... IMPROVED PRODUCTIVITY NOT ONLY EXERTS TREMENDOUS POSITIVE LEVERAGE ON DEFENSE SYSTEMS ACQUISITION AND LIFE CYCLE COSTS BUT ALSO IS A BASIC ELEMENT OF ECONOMIC GROWTH ...

W. GRAHAM CLAYTOR, JR.  
MEMO FOR THE SECRETARIES OF THE  
MILITARY DEPARTMENTS, MAY 1980

In closing, we believe the Army Program is on course to achieve the "Productivity in the 80's" envisioned by Secretary Claytor when he made these statements in a memorandum to the secretaries of the military departments.

Thank you!



## NAVY OVERVIEW

by

CAPTAIN FRED HOLLICK

Director, Manufacturing Technology Program  
Naval Material Command



#1 VU GRAPH (MTAG 80)

Good Morning Ladies and Gentlemen. It is a privilege for me as the director to present an overview of the Navy's Manufacturing Technology Program. For some of you who have attended previous MTAG's, portions of my presentation may be "Old Hat", but for those of you who are attending your first MTAG, I hope my presentation will give you an insight into the Navy Manufacturing Technology Program. Despite some apparent funding problems, which I will discuss shortly, the Navy considers Manufacturing Technology to be an extremely important discipline with a demonstrated potential for reducing procurement and life cycle costs. The Navy's formal Manufacturing Technology Program is a rather new effort in comparison to our sister services and as such has and will exhibit growing pains.

#2 VU GRAPH (WEAPONS SYSTEMS COST)

Significant increases in the procurement, operations and maintenance costs of weapon systems have been experienced during the past decade. Inflation, increased sophistication of new weapon systems and decreasing productivity were the primary reasons. The situation was further compounded by a declining defense budget when viewed in terms of constant dollars.

#3 VU GRAPH (US vs THEM)

Soviet Military Procurement, R&D and Construction Spending was 85% greater than that of the U.S. They are constructing a wide variety of large open ocean offensively capable cruisers, carriers, logistic support ships, amphibious assault ships and submarines. In aggregate numbers, they already have about a four-to-one edge over the U.S. Navy. Their quality in many instances is close to meeting or exceeding that of the U.S. Their ships and Air - Launched Missile Weapons are approaching those of the U.S. in technological sophistication.

The Navy's fiscal year 1981 budget has no real growth in it (after adjusting for inflation) and must absorb some \$1 billion in higher than anticipated Mideast activity. Plans are still more on paper than in hardware to rebuild an inventory of ships that has been reduced by half over the last decade. The Chief of Naval Operations, Admiral Haywood, has stated "We have a one-and-a half ocean Navy trying to meet a three ocean commitment."

#4 VU GRAPH (FORCE LEVELS)

Basically, we are saying that force levels in the Navy are being dictated by what we can afford, reduced costs and improved productivity without sacrificing quality or capability would enhance force levels. I believe that Manufacturing Technology is one of the most effective means at our disposal to directly control manufacturing costs.

#5 VU GRAPH (BRIEFING CONTENT)

This morning I will summarize for you the status and outlook of our Manufacturing Technology Program and tell you where the Navy is and where it is going. Specifically, the briefing will cover:

ORGANIZATION

FUNDING

PAST PROGRAM EMPHASIS

RECENT ACCOMPLISHMENTS

NEW PROGRAM EMPHASIS

AND THE EVER POPULAR SUMMATION

#6 VU GRAPH (ORGANIZATION)

To accomplish the Manufacturing Technology Program, the Navy applies a lean three tier, highly functional organization. Management of the Navy Manufacturing Technology effort is centered in my office, namely, the Office of the Director under the Chief of Naval Material. The Naval Material Command Industrial Resources Detachment (NMCIRD) located in Philadelphia represents and provides support to me in the areas of technical review, technical coordination and administrative functions. This staff is composed of engineering specialists in the disciplines corresponding to the MTAG technical subcommittees. Each systems Command (Naval Air Systems, Naval Electronic Systems and Naval Sea Systems) has a Manufacturing Technology Office which supports the Director. These offices are responsible for the planning, execution and implementation of that portion of the Manufacturing Technology Program within their spheres of interest. The Navy field activities, such as laboratories and engineering centers, support the three systems commands directly through engineering efforts or contract monitoring.

#### #7 VU GRAPH (ORGANIZATION & PROJECT PROGRESSION)

A frequent question asked by potential defense contractors first becoming aware of the Manufacturing Technology Program deals with the manner of submitting ideas or proposals. This Vu Graph shows how this may be accomplished. Superimposed on this organizational chart, is the way in which requirements (shown in red lines) are generated and projects (shown in blue lines) are established. The most direct method of receiving consideration for a possible project is through submission to a SYSCOM or field activity. Occasionally, a contractor may have a project which he feels is useful to several commands. He is uncertain as to where the submission should be made in order to maximize his chances for a contract. Two recourses are open to him. He may make multiple submissions to several SYSCOMS, or, if he wishes, direct his project proposal to NMCIRD Philadelphia. They will identify the most likely SYSCOM and refer the proposal for consideration. In all cases, NMCIRD will assure that duplication is avoided within the Navy or with other services.

Confirmed technology requirements are passed from NAVMAT to the SYSCOMS for full verification and substantiation. Performing activities define the projects to answer those requirements. Each SYSCOM has the responsibility and authority to prepare its own program, provided that it meets the overall requirements.

You may note that contractors play a significant role in the program. Also program offices and special study groups are active in the ordering of the requirements. Projects can originate anywhere.

#### #8 VU GRAPH (TECHNOLOGY TRANSFER)

The Navy policy is to publicize its Manufacturing Technology plans and accomplishments in order to attain as much participation and technology implementation as possible. Navy MT plans are indicated annually via distribution of a formal document which outlines proposed projects for the upcoming and five subsequent years. The document entitled The Five Year Plan provides a brief description of proposed MT projects, their objectives, present and proposed methods, benefits and funding levels.

This year, in an effort to promote additional participation in the Navy program, a new publication has been prepared for distribution. It is a technically oriented brochure which defines and depicts the Navy Manufacturing Technology Program. The brochure contains important information such as program objectives, MT organization, accomplishments, program background, points of contact, etc. It is hoped that it will stimulate and create a positive response to the Navy's program. Copies of the publication were available at the registration area. Anyone who needs a copy, if there are none left, can contact NMCIRD.

The Navy Manufacturing Technology Bulletin, prepared by the Naval Material Command Industrial Resources Detachment, is a publication utilized to publicize new technology, innovative ideas and new uses of these ideas and techniques throughout the services. It is published and distributed three to four times yearly.

Navy MT contracts provide for technology transfer by requiring contractors to conduct an End-Of-Project Demonstration. These are open to both government and industry.

#### #9 VU GRAPH (FUNDING)

Generally speaking, funding for the Navy Manufacturing Technology Program has been inconsistent over the last few years as evidenced by this Vu Graph:

	\$M
FY 77	17.5
FY 78	10.8
FY 79	20.8
FY 80	25.6
FY 81	18.0

When one considers program funding levels as data points, it is easy to construct a curve which represents a roller coaster. To be sure, because of funding inconsistency, the Navy manufacturing Technology Program has had its ups and downs.

#### #9A VU GRAPH (FUNDING)

I have a variation of this Vu Graph I'd like to show you. If we can jump one last hurdle, the funding profile will look like this. Won't know until after the election ....

We are anticipating major improvements in program funding levels as the result of a recent meeting between the Chief of Naval Material and the Vice Chief of Naval Operations. The VCNO signed a

memo on 6 October 1980 stating, "I have decided on the following actions to place the Navy MT program on a more effective basis: OP-098 (our new sponsor) will ensure the FY 81 and FY 82 funding is protected so the Navy can establish a stable effort. Such an action should allow organizational and procedural patterns of responsibility to develop and should stimulate industry interest in participation."

#### #10 VU GRAPH (5-YEAR FUNDING)

This Vu Graph represents the anticipated level of funding in the outyears. It indicates an approximate \$34 million in FY 82 increasing to \$85 million in FY 86.

#### #11 VU GRAPH (FUNDING COMPETITION)

Part of the instability shown to date is due to growing pains associated with any new program. The Manufacturing Technology "Pay Back" is in future years. It is sometimes difficult to sell our decision makers the idea that it is prudent to invest current dollars for future benefits when you are competing with buying "Fuel-Ships-and Planes" for today's utilization.

#### #12 VU GRAPH (INDIAN OCEAN OPERATION)

For example, our FY 80 funding began the year at \$25.6 million but the Indian Ocean operation has caused our program to be sliced by \$10 million.

#### #13 VU GRAPH (MT FY 77 to 80)

From FY 77 to FY 80 the Navy has invested a total of \$64.7 million in its Manufacturing Technology effort. This represents some 140 Manufacturing Technology projects, of which 27 have been completed. This Vu Graph shows the cumulative funding by technical category. Thirty-two percent of the dollars was spent in the electronics area with nonmetals and metals categories close behind at 27 and 24 percent respectively. The distribution is the result of the "Bottom-Up" flow of projects into the Navy for FY 77 and FY 78.

Both a top-down and bottom-up approach is currently utilized. The top-down approach is reflected in the investment opportunity studies which the Navy conducted in the areas of aircraft manufacturing and overhaul, shipbuilding and ship overhaul, weapon systems and electronics. These studies identified high cost areas and opportunities for Manufacturing Technology investments. SYSCOM's then tailored their projects in a bottom-up approach in response to these studies.

#### #14 VU GRAPH (ACCOMPLISHMENTS)

Although the Navy MT program has had some growing pains, we have successfully completed numerous projects over the last few years. I would like to take a few minutes to discuss several of our more recent accomplishments.

#### #15 VU GRAPH (PICTURE OF SHIP)

The Phalanx Close-In-Weapon System (CIWS) uses a series of three different microwave post filters which were prime candidates for applications of high strength, high temperature injection molded plastics. Machined metal filters of this type are very expensive due to the complexity of manufacture and are extremely difficult to calibrate due to widely fluctuating tolerances. Feasibility of utilizing plated plastic microwave post filters was successfully demonstrated with filters which indicated improved electrical characteristics in addition to projected cost savings over that of the machined metal filter.

#### #16 VU GRAPH (PICTURE OF FILTER)

To this end, a Manufacturing Technology Program was funded for the development of the production molding technology to fabricate the 13 element post filter in the Phalanx System. As the effort proceeded, it soon became apparent that the plastic filter improved overall performance: especially in the area of insertion loss.

A comparison of the producibility of the two filters revealed the need for a much larger equipment and capital outlay to produce the metal filter. Ease of producing the plastic plated filters is reflected in all phases from reduction of operator errors, less scrap, to significantly less tuning time being required. A contract for the effort was completed with the General Dynamics, Pomona Division, in May of 1980. The 13 element post filter, which demonstrated this technology, was immediately adopted by the Phalanx Program Office and is currently being implemented in the gun system. Plans to utilize this technology for the additional two filters of similar construction are currently underway.

#### #17 VU GRAPH (BENEFITS)

Production costs of the plastic molded filter is \$157 as compared to the machined metal

filter cost of \$3,674 or a cost ratio of 23 to 1. Total savings, when projected to the number of filters (3 per system) in a total procurement of 463 Phalanx systems is \$4,885,000 for an MT investment of \$113,000.

#### #18 VU GRAPH (PICTURE OF PROPELLER BEFORE AND AFTER)

Another effort utilizing plastic molding techniques has been successfully completed on the MK46 torpedo propeller.

In the past, design specifications of torpedo propellers permitted only one method of manufacture, namely machining. With the advent of the advanced MK46 (NEARTIP) torpedo propeller design, which incorporated various cost reduction features such as fewer, thicker blades with blunter leading and trailing edges, it became feasible to investigate alternate manufacturing methods and materials to significantly reduce production costs. With feasibility of molding plastic torpedo propellers having been established, an MT effort was launched in FY 78 to transition the molding technique from the feasibility state to the production mode. This technique molds a fiber loaded polyester around an aluminum insert in a full segmented mold. Propellers produced by this method have acoustic benefits as well as cost advantages. The white propeller is plastic, the other aluminum.

#### #19 VU GRAPH (BENEFITS)

This MT project was completed in March 1980, at a cost of \$287,000. It is estimated that the cost of a set of Neartip torpedo propellers (2 counter-rotating) will be reduced from \$1500 (machined) to \$360 (molded). Based on a procurement of 6300 Neartip torpedos through FY 85, the estimated total savings will be \$7,180,000. This technology will be implemented on the next Neartip torpedo production contract.

The recent addition of an expendable decoy package to the Navy Arsenal surfaced the need for improvements in the manufacture of traveling wave tubes to lower costs.

#### #20 VU GRAPH (TUBE ASSEMBLY)

This is what an expendable traveling wave tube looks like.

It is about 15 inches long, 2 inches in diameter and weighs 2 pounds. This is the basic configuration in which the TWT would be supplied to the equipment manufacturer for incorporation into the transmitter.

As with most microwave components, this tube requires costly precision machining, fabrication and assembly and as a result is labor intensive. 80% of the \$3658 unit cost is labor.

#### #21 VU GRAPH (BENEFITS)

The objective of this MT effort was to reduce the costs of manufacture of the expendable traveling wave tube that was to be used in the expendable decoy system.

A \$2,260K funded effort managed by the Naval Research Laboratory in conjunction with the Raytheon Microwave and Power Tube Division has resulted in estimated savings of \$4,932K based on a 6000 tube production run.

It is interesting to note that 40% of the methods and techniques developed thus far in this program are presently being used in similar TWTs for government use. It is anticipated that 90% of the methods and techniques will be used in similar tubes by the end of this effort.

#### #22 VU GRAPH (PICTURE OF CATHODE)

The "M" type dispenser cathode is used in high current traveling wave tubes, long life space traveling wave tubes, and low noise receiver traveling wave tubes.

The present method of "M" cathode manufacture is nonreproducible and gives low yield on acceptance tests.

This failure is associated with the peeling of a thin coating which is deposited on the cathode to give it superior emission properties.

#### #23 VU GRAPH (BENEFITS)

The objective of this effort was to reduce the reject rate by establishing process controls and techniques, which would be reflected in an extended operating life of the receiver traveling wave tube used in the SLQ-32 system.

With an investment of \$265,000 the Naval Research Laboratory in conjunction with SPECTRA-MAT

and SRI International determined that the peeling problem correlated with uncontrolled and excess coating thickness and excess carbon contamination before and during the coating deposition process.

Establishing a controlled coating process has increased cathode related yield of SLQ-32 TWTs from 20% to 100% and reduced manufacturing costs. Projected TWT life with the improved manufactured cathodes is 10,000 hours compared to 2,000 hours previously.

In the past up to 80% of the SLQ-32 TWT experienced early failure at a cost of \$500 per tube. Extended life will return \$1,000,000 based on procurement of 500 TWTs for the SLQ-32 system. A total of \$5,000,000 savings may be anticipated from the full "M" cathode market during the next five years.

#### #24 VU GRAPH (NEW PROGRAM EMPHASIS)

Based on past performance and experience, major changes for meeting MT program objectives will be instituted. These involve program sponsorship, implementation and new initiatives.

#### #25 VU GRAPH (PROGRAM SPONSORSHIP)

Recently, Chief of Naval Operations' sponsorship of the Manufacturing Technology Program shifted from the logistics "side of the house" to surface and air warfare, coordinated by the Office of Research, Development, Test and Evaluation. Since the new sponsors approve and fund key planned procurements, this shift is judged to be most advantageous for Manufacturing Technology.

The shift of mission sponsorship to the Director of RDT&E will mean that the longer term payback and technological aspects of the program will be more in tune with both the inclinations and skills of their personnel. For us this means a reorientation and refocusing of the program content on the affordability issues.

More emphasis will be placed on key planned procurements. This will orient the program more towards the up and coming needs of the fleet and will at the same time maximize cost reduction and productivity.

#### #26 VU GRAPH (IMPLEMENTATION)

Implementation has been admittedly a weak area. In the future, project implementation will be an important objective which will be considered prior to initiation. The practice will be:

(1) To seek letters of implementation endorsement from the program managers. These letters are judged to be types of insurance policies which would guarantee implementation provided the efforts are successful and completed on time.

(2) To require implementation plans three months prior to project completion. This new requirement was instituted last year with the issuance of NAVMATINST.

In an attempt to strengthen implementation, general implementation plans, which will include letters of implementation endorsement from program managers will be required prior to project funding.

This requirement will be applied for the first time to the FY 83 program

Which brings me to .... New Initiatives.

#### #27 VU GRAPH (NEW INITIATIVES)

With new initiatives evolving in shipbuilding, weapons aircraft, and aircraft turbine engine manufacturing, we hope to reorient and revitalize the practice of manufacturing technology with the Navy.

I would like to provide an overview of some of the thinking behind two of the new initiatives, namely, shipbuilding and engine manufacturing.

#### #28 VU GRAPH (SHIPBUILDING TECHNOLOGY)

A shipbuilding technology program was picked as our first new initiatives because:

- (1) It is the Navy's core industry
- (2) It is a strategic asset of central importance in building and maintaining a fleet
- (3) It depends heavily on government business to maintain capacity and industry preparedness
- (4) There is a pronounced deficiency in technology funding available to the industry

We are now in the very early stages of establishing this rather large manufacturing technology

effort. It has long been assumed that the process involved in building a ship is inefficient, labor intensive and unchangeable. With this assumption, programs have been initiated that have attempted to redefine the entire industry. They have failed. In the past, we have worked the bottom-up approach. We have attacked targets of opportunity and, although we may have had a reasonable return on investment, as far as ship acquisition costs are concerned, our savings have been relatively insignificant.

Our new initiative is based on the premise that in the past we got into the shipbuilding picture too late in the game. For Manufacturing Technology to be effective, we must get involved in the planning stages of shipbuilding, not in the construction phase.

We plan to have discussions with the entire shipbuilding industry concerning the following:

- (1) Policies, practices, procedures and incentives that would insure active involvement of the industry in such an undertaking.
- (2) Production, producibility and productivity problems facing the industry.
- (3) Technological opportunities which are or could be made available given suitable funding to solve them.

That's where we are now, the talking stage, with most everyone in lock step.

#### #29 VU GRAPH (AIRCRAFT ENGINE MANUFACTURE)

As another initiative, the Navy will establish a comprehensive advanced Manufacturing Technology program specifically aimed at lowering the acquisition/life cycle costs of aircraft engines.

The recently completed Navy cost driver study on aircraft manufacturing and overhaul identified several areas of cost investment opportunities.

FY 82 funding of the Manufacturing Technology program will address these areas of interest.

#### #30 VU GRAPH (ENGINE COMPONENTS)

Initially, high performance engines will be the principal subject of this effort. Advanced materials and improved techniques are available for utilization. However, due to the lack of adequate manufacturing techniques, these advanced materials cannot be employed to their fullest. This leads to high Buy-to-Fly ratios, inadequate material lifetime, and excessive costs. It is proposed that Manufacturing Techniques will be established to allow for economic production of advanced components.

Specifically, projects to be undertaken are; the use of composites for fabricating engine outer duct and frame, the development of hollow super alloy shaft processing, establishing process for thermal barrier coating, improving the production processes for compressor seals, establishing techniques for corrosion resistant turbine blade tips, automation of an infrared inspection system for hollow turbine blades and vanes and the scale up of the rapid automated multistation directional solidification process for cast turbine blades.

The use of composite materials will provide significant weight reduction with structural equivalence of metals. Advanced blade materials will provide up to 2 to 3X life improvement. The use of Non-Metallic composites will reduce the demand for titanium.

Finally, it is expected that a program investment of \$7.3 million will bring a return of \$36 million in five years with \$12 million accruing annually thereafter. These are a few of the benefits which may be realized under this program.

If you compare our program accomplishments with our new initiatives you will detect an entirely different breed of MT cat. We are attempting to organize in terms of a program concept rather than a project concept. Hopefully, this will cause a gleam in our sponsor's eye and result in support since he can more readily relate to the products rather than the processes involved in the Manufacturing Technology program.

#### #31 VU GRAPH (MANAGEMENT IMPROVEMENT)

During the past thirty minutes or so I have presented a brief overview of our total program. You have heard about the Navy's MT objectives, its organization, program emphasis, new initiatives and accomplishments. I would like to mention a few points regarding management of the program.

The Navy has underway several important steps to improve the management of its MT program. One such action is the development of a Management Information System (MIS). The Navy MIS will be compatible with the DOD information reporting requirements and will satisfy management and operational needs. To date, progress has been made in the development of a data base to satisfy tracking and

reporting requirements.

Another action being taken is the formalizing of a project proposal ranking system. Until recently, Manufacturing Technology project ranking was informal, based on the interpretation of existing criteria. This varied from individual to individual, command to command. As such, it was almost impossible to equate similar technology projects, one against the other.

A draft of the ranking system has been prepared and includes basic categories such as production needs, implementation risk, technical risk, savings, return-on-investment and technology utilization. It is projected that initial utilization of this management tool will commence later this year during evaluation of the FY 83 program.

Productivity Enhancing Capital Investment (PECI) is a program to increase productivity and decrease operating cost primarily at local commands by direct and immediate acquisition of capital investment items to modernize existing capabilities. This will counter manufacturing inefficiencies and stimulate more productive methods after Manufacturing Technology has provided the processing know-how and made the first machine or tool available.

The Navy MT Program Office works in close coordination with the Office of Productivity Management. This interaction serves to heighten visibility of MT efforts within the Navy and to evoke an emphasis on programs where pivotal productivity issues exist.

If the Navy's forces are to be maintained at levels to sustain mission essential requirements rather than what the Navy can afford, then government and industry must act together to best utilize available technology, capital and labor quality to attain those goals which best serve our country's defense needs. The program relies on a collaboration and communication between government and industry which can lead to mutual benefits. The program cannot survive without the active support and participation from both.

#### #32 VU GRAPH (PROGRAM OBJECTIVES/SUMMARY)

It may be stated that the objectives of the Navy Program Center is the reduction of costs required to support current and anticipated needs to the fleet. The aim is to do this through increased productivity derived from new technology applied in manufacturing. The Navy is moving toward a Manufacturing Technology Program based on needs, key technologies and economic benefits.

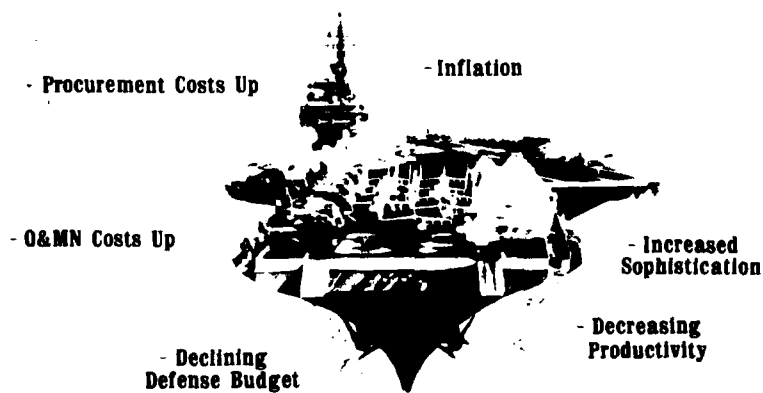
Finally, we feel that program outlook is good. Our experiences, both good and bad, have been worthwhile and based on these experiences, we look forward to improving our record and performance.

# MTAG-888



## WEAPONS SYSTEM COST 1970 - 1980

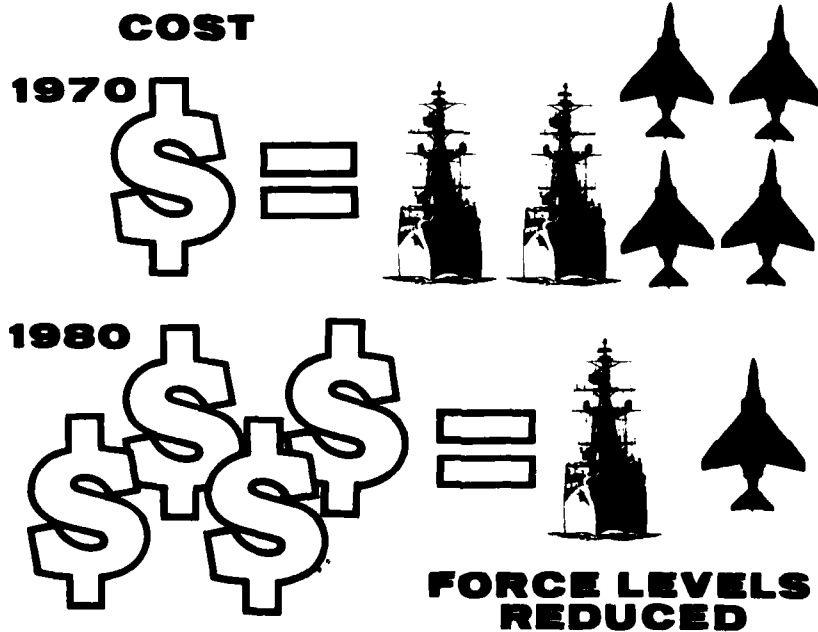
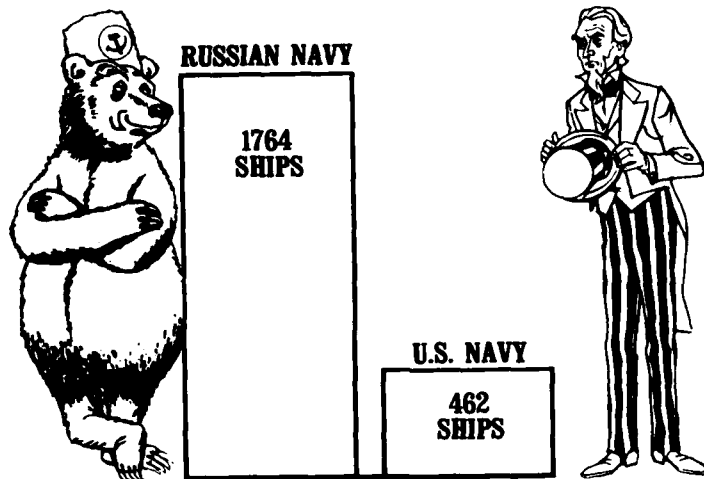
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# Us Vs Them (1979)

## NAVAL COMBATANT ACTIVE FLEET

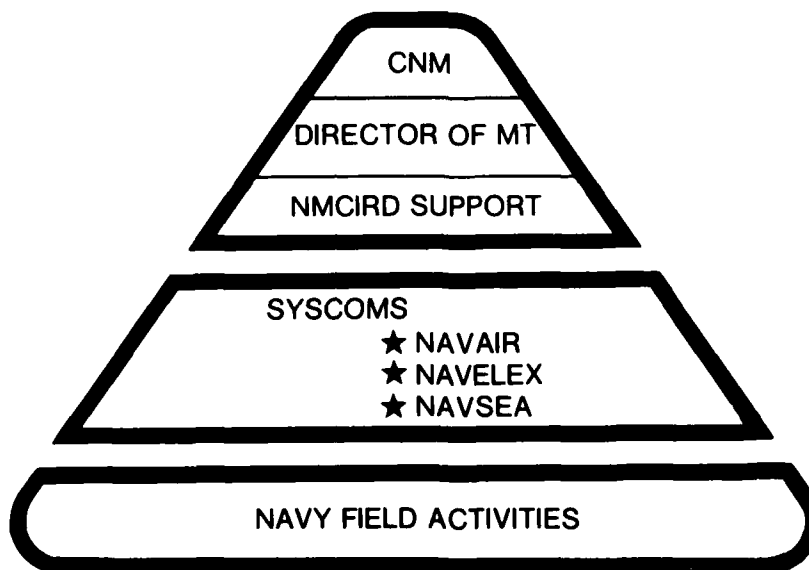




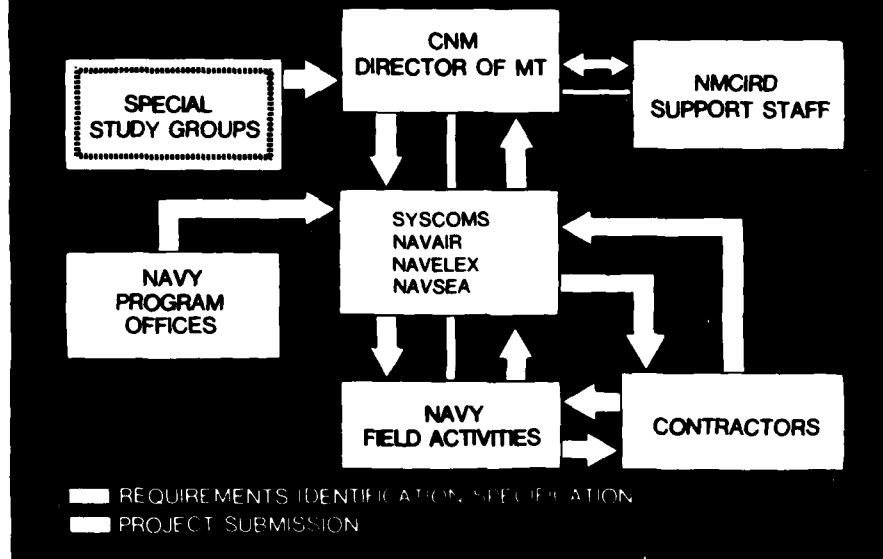
## BRIEFING CONTENT

- ★ ORGANIZATION
- ★ FUNDING
- ★ PAST PROGRAM EMPHASIS
- ★ RECENT ACCOMPLISHMENTS
- ★ NEW PROGRAM EMPHASIS
- ★ SUMMATION

### MT PROGRAM ORGANIZATION



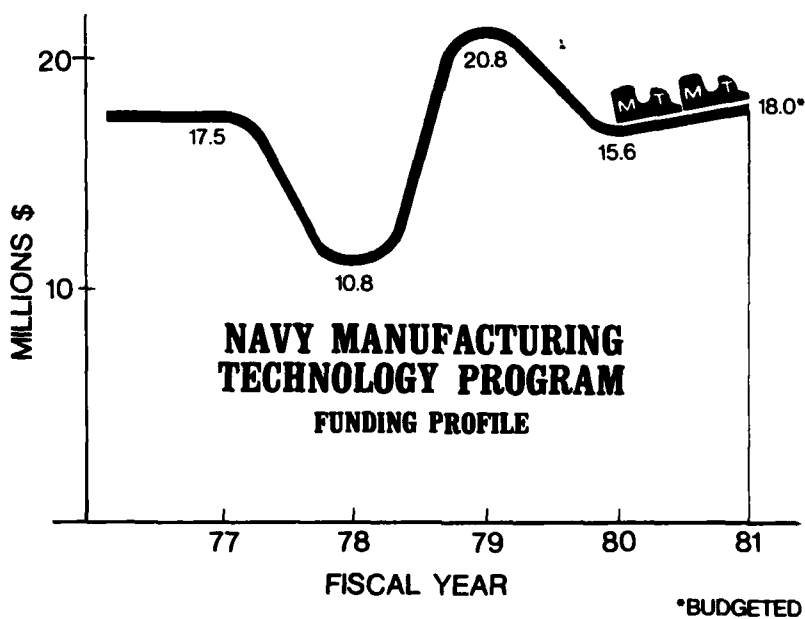
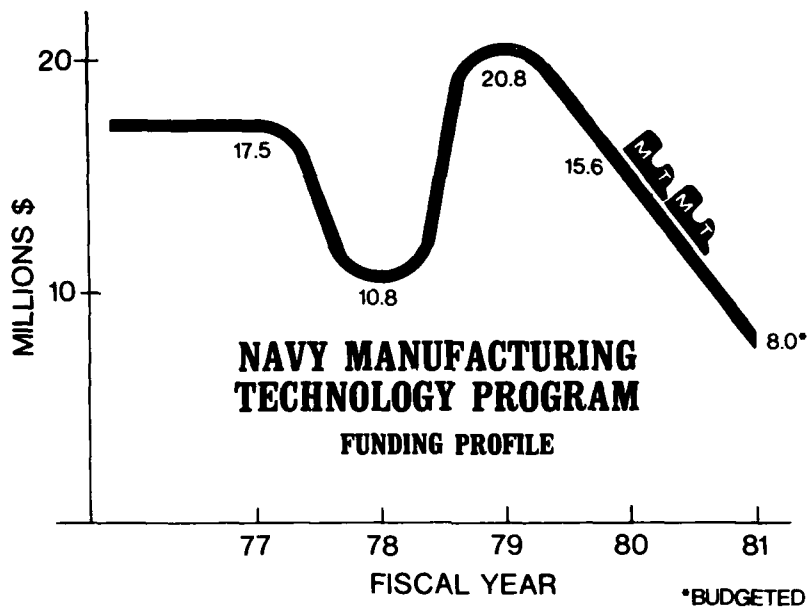
## NAVY MT ORGANIZATION REQUIREMENTS AND PROJECTS PROGRESSION



## TECHNOLOGY TRANSFER

- ★ FIVE YEAR PLAN
- ★ NAVY MT PROGRAM PUBLICATION
- ★ NAVY MT BULLETIN
- ★ END OF PROJECT DEMONSTRATIONS

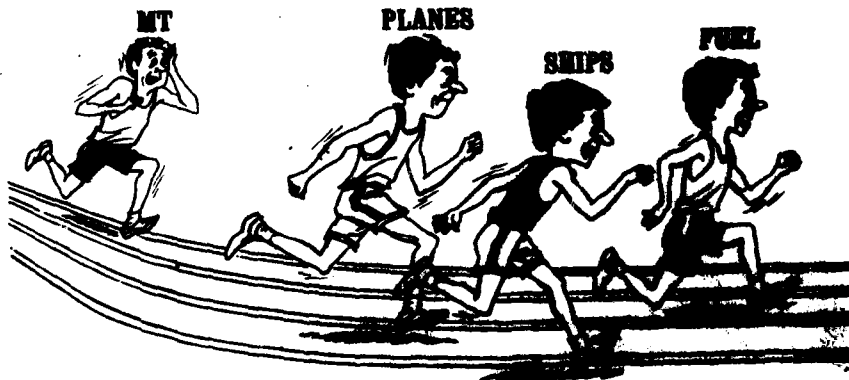




**Navy Five Year MT Funding**

FISCAL YEAR	FUNDING (\$ MILLIONS)
82	33.9M
83	49.4M
84	62.4M
85	75.2M
86	84.4M

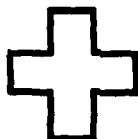
\$ \$



# FY 80 MT FUNDING



## REPROGRAMMED

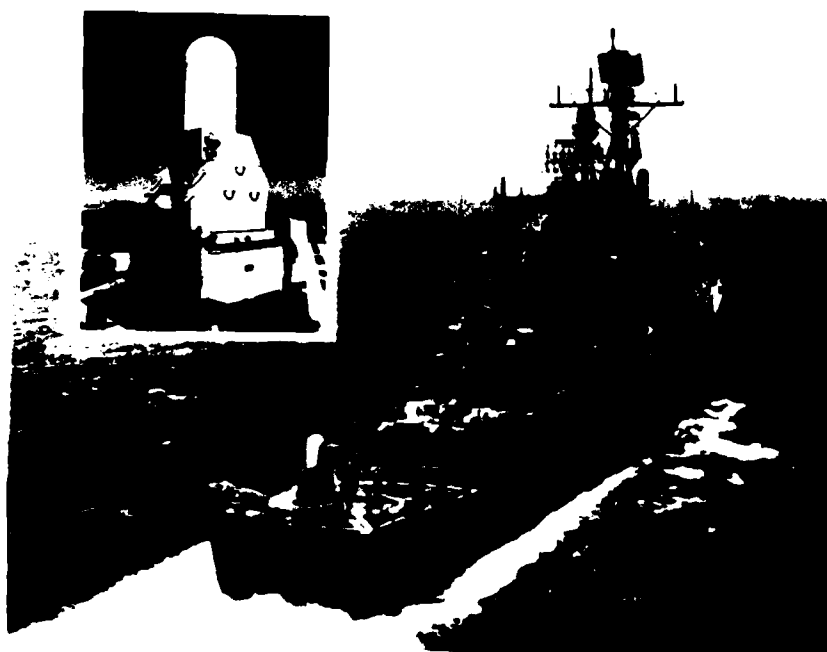


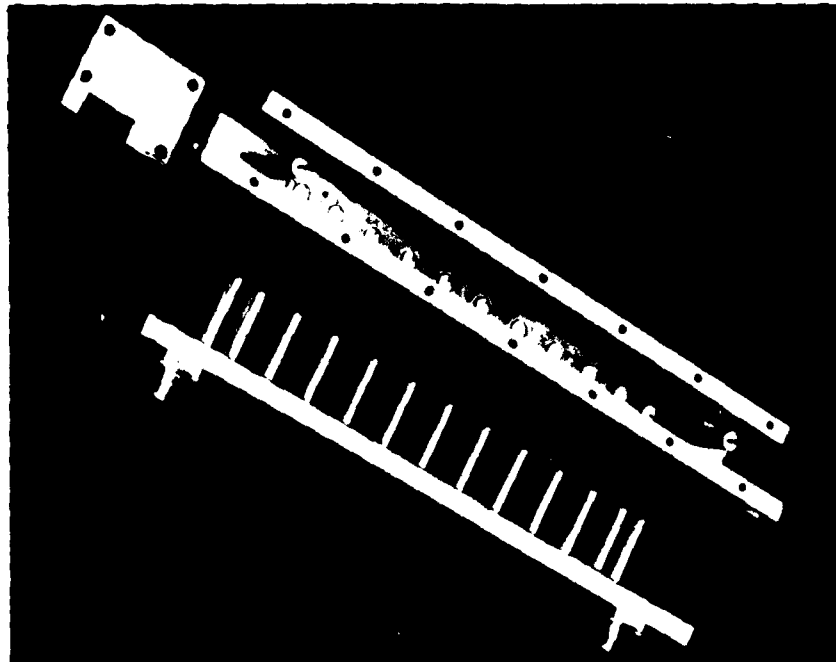
## MT PROGRAM

FY 77 TO FY 80

★ TOTAL INVESTMENT	64.7M
ELECTRONICS	32%
NON METALS	27%
METALS	24%
OTHER CATEGORIES	17%
★ NUMBER OF PROJECTS	
FUNDED	140
COMPLETED	27
ONGOING	113

# ACCOMPLISHMENTS ACCOMPLISHMENTS ACCOMPLISHMENTS





## **PLASTIC MOLDED MICROWAVE FILTERS**

<b>OBJECTIVE:</b>	<b>REDUCE THE COST OF MICROWAVE FILTERS BY ESTABLISHING A PLASTIC MOLDING PROCESS</b>
<b>APPLICATIONS:</b>	<b>PHALANX CLOSE IN WEAPONS SYSTEM</b>
<b>PAYOFF:</b>	<b>INVESTMENT   \$113K</b>
	<b>SAVINGS       \$4,885K ESTIMATED FOR 463 PHALANX SYSTEMS</b>





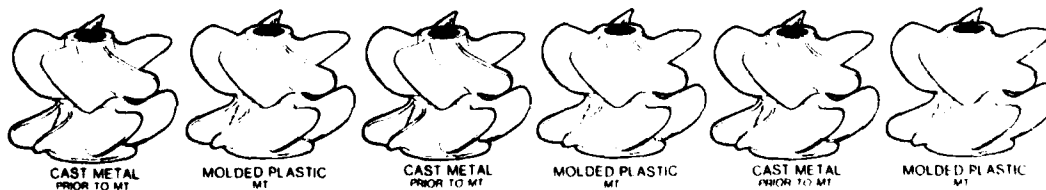
## TORPEDO PROPELLER MANUFACTURE

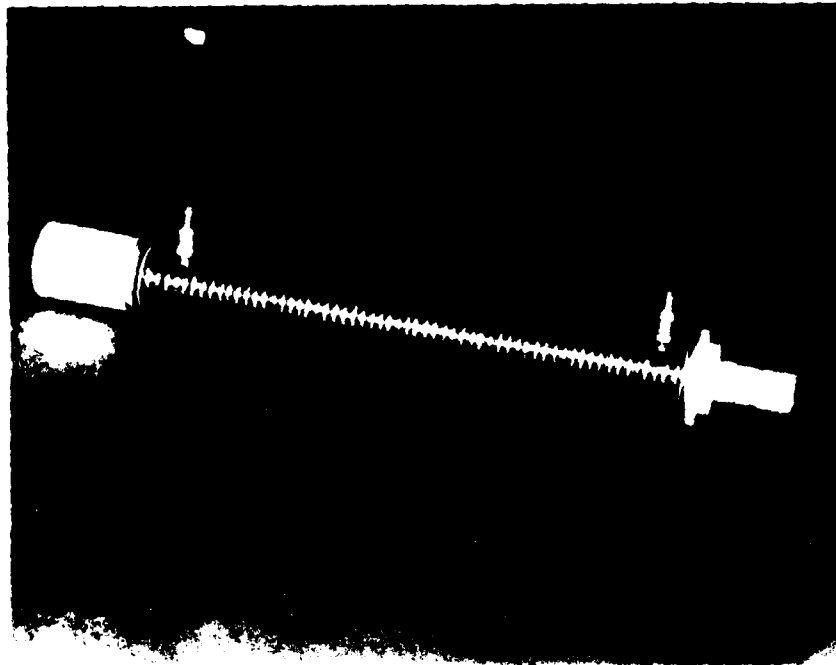
**OBJECTIVE:** REDUCE THE COST OF TORPEDO PROPELLERS BY ESTABLISHING A PLASTICS MOLDING PROCESS

**APPLICATIONS:** NEARTIP (MK 46 TORPEDO)  
ALWT  
ADVANCED MK 48 TORPEDO

**PAYOFF:** INVESTMENT: \$287 K

SAVINGS: \$7,180K - ESTIMATED THRU FY85,  
BASED ON PROJECTED NEARTIP  
PROCUREMENTS ALONE



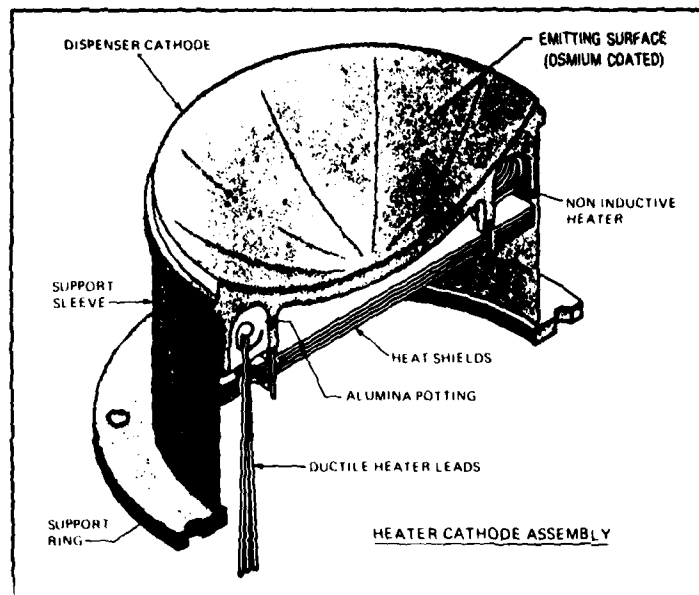


## **EXPENDABLE TRAVELING WAVE TUBE**

**OBJECTIVE:** REDUCE COST OF TWT MANUFACTURE  
BY ESTABLISHING NEW/IMPROVED  
MANUFACTURING METHODS/TECHNIQUES

**APPLICATIONS:** EXPENDABLE DECOY  
OTHER GENERIC SYSTEMS

**PAYOFF:** INVESTMENT \$2,260K  
SAVINGS \$4,932K BASED ON  
6000 TUBE  
PROCUREMENT



TYPE M DISPENSER CATHODE

## "M" TYPE DISPENSER CATHODE

**OBJECTIVE:** INCREASE OPERATING LIFE AND  
REDUCE REJECT RATE

**APPLICATION:** SLQ-32 RECEIVER

**PAYOFF:** INVESTMENT - \$265K

**SAVINGS** \$1,000K BASED ON 500  
TWTs FOR SLQ-32

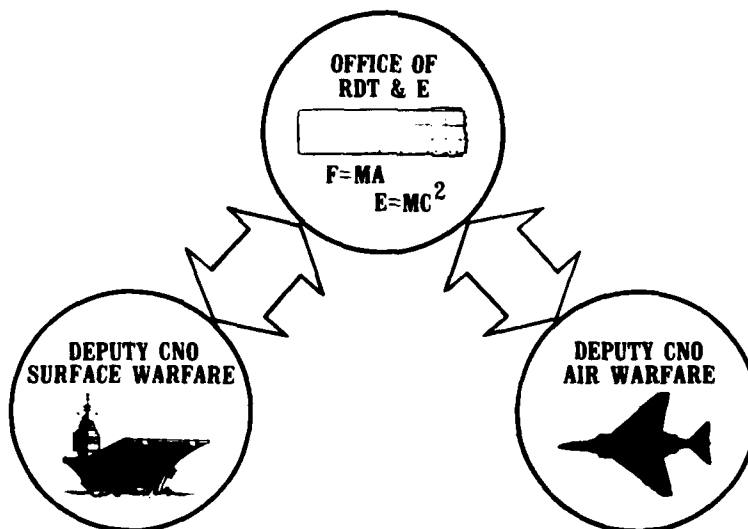
\$5,000K ACCRUING IN  
NEXT FIVE YEARS  
FROM FULL "M"  
CATHODE MARKET.

# NEW PROGRAM EMPHASIS

SPONSORSHIP IMPLEMENTATION NEW INITIATIVES



## PROGRAM SPONSORSHIP



# IMPLEMENTATION

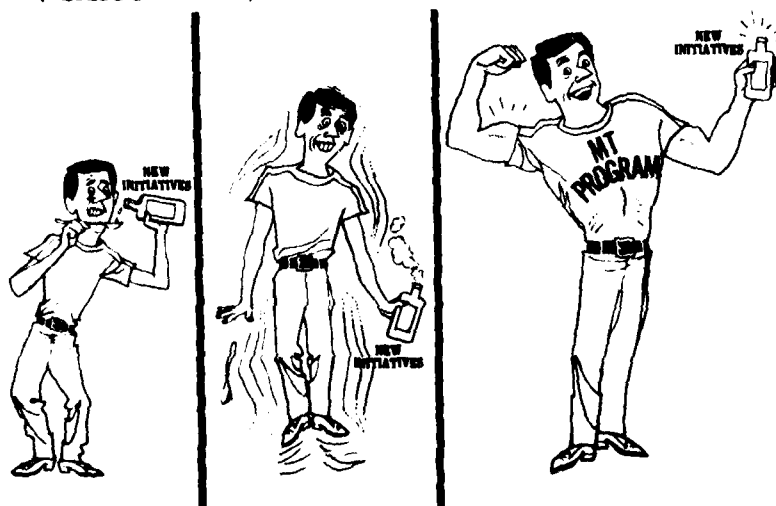
★ LETTERS OF ENDORSEMENT

★ IMPLEMENTATION PLANS



## NEW MT INITIATIVES

★ SHIPBUILDING ★ AIRCRAFT ENGINE MANUFACTURING



## **SHIPBUILDING TECHNOLOGY PROGRAM**



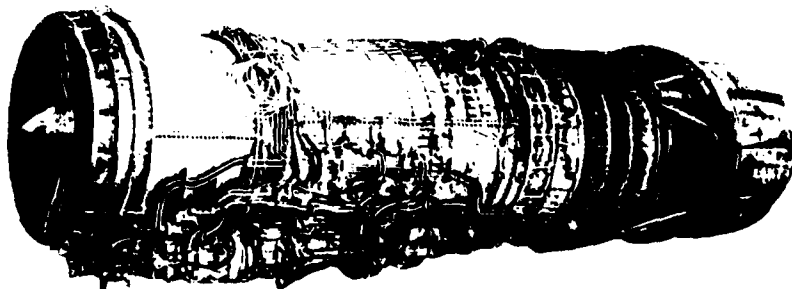
☆ **CORE INDUSTRY**

☆ **STRATEGIC ASSET**

☆ **GOVERNMENT REQUIRED  
TO MAINTAIN CAPABILITY**

☆ **TECHNOLOGY FUNDING  
DEFICIENCY**

## **ADVANCED MANUFACTURING TECHNOLOGY AIRCRAFT ENGINES**



★ **HIGH ACQUISITION/LIFE CYCLE COSTS**

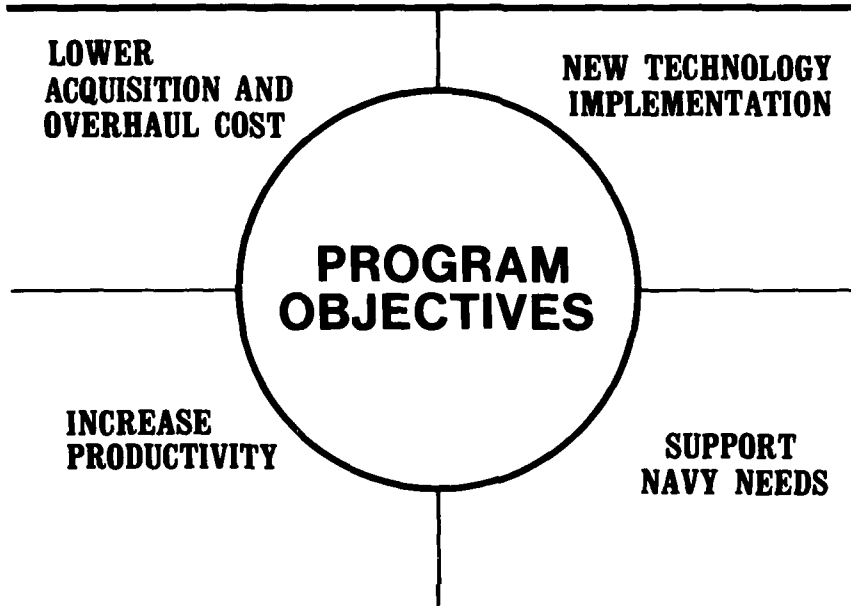
★ **NAVY COST DRIVER STUDY**



## **MANAGEMENT IMPROVEMENT ACTIONS**

- ★ **MANAGEMENT INFORMATION SYSTEM**
- ★ **PROJECT RANKING**
- ★ **PRODUCTIVITY ENHANCING  
CAPITAL INVESTMENT**
- ★ **PROGRAM MANAGERS**

## **NAVY MANUFACTURING TECHNOLOGY PROGRAM**



**MTAG-001**

**★ SAN DIEGO**





## AIR FORCE OVERVIEW

by

MR. JAMES J. MATTICE

Director of Manufacturing Technology  
Air Force Wright Aeronautical Laboratories

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## **PRODUCTIVITY AND MATERIALS IMPACTS ON THE US**

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- **PRODUCTIVITY GROWTH LOWEST OF  
INDUSTRIALIZED NATIONS**
- **ECONOMIC COMPETITIVENESS  
DECREASING**
- **DEPENDENCY ON FOREIGN RESOURCES  
GROWING**
- **INDUSTRIAL BASE ERODING**
- **NATIONAL SECURITY A CONCERN**

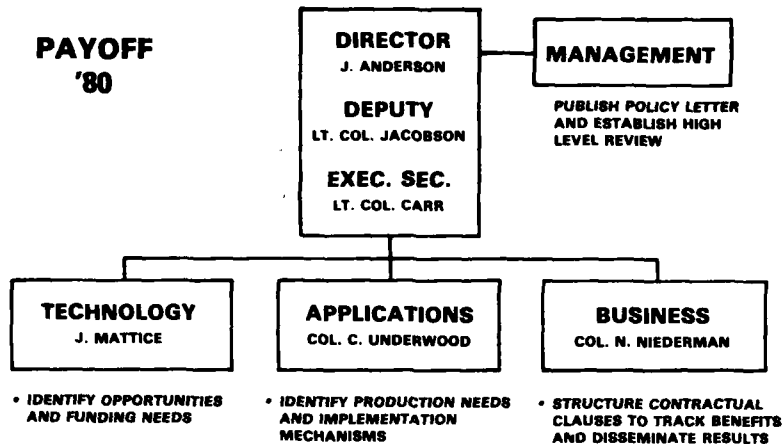
## **BACKGROUND**

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• <b>GEN SLAY — AFSC PAYOFF '80 TASKING</b>	<b>3 OCT 79</b>
• <b>DoD STATEMENT PRINCIPLES</b>	<b>14 MAR 80</b>
• <b>DEP. SEC. CLAYTOR PROGRESS REQUEST</b>	<b>30 MAY 80</b>
• <b>AFSC/AFLC/USAF SENIOR LEVEL REVIEW</b>	<b>31 JULY 80</b>
• <b>M/GEN. STANSBERRY REPORT TO DR. PERRY</b>	<b>3 OCT 80</b>

## **MANUFACTURING TECHNOLOGY INVESTMENT STRATEGY (MTIS) ORGANIZATION**

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## **AFSC TASK FORCE CHARTER**

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### **PURPOSE**

- **DEVELOP AND IMPLEMENT STRATEGY TO ENHANCE PRODUCTIVITY AND RESPONSE OF THE INDUSTRIAL AND LOGISTICS BASE**

### **OBJECTIVES**

- **COMMAND POLICY**
- **FUNDING STRATEGY**
- **NEEDS AND PAYOFF**
- **TECHNICAL AND BUSINESS STRATEGY**
- **IMPLEMENTATION**
- **BENEFITS TRACKING**
- **TECHNOLOGY TRANSFER**
- **SENIOR LEVEL REVIEW AND FEEDBACK**

## **MAN TECH CHRONOLOGY**

---

- 1970'S — "SAGAMORE" TYPE COST STUDY  
DRIVEN THRUSTS**
- 1974 — INITIAL AFLC INTERFACE**
- 1976 — "INDIRECT" COST DRIVER  
RECOGNITION AND PROGRAM**
- 1978-80 — BROADENING OF PRODUCT  
DIVISION INTERFACES**
- 1979 — F-16 TECH. MOD.**
- 1980'S — REVISED OVERALL STRATEGY  
AND PROGRAM**

### **DoD MAN TECH STATEMENT OF PRINCIPLES (14 MARCH 1980)**

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- |   |                                 |
|---|---------------------------------|
| • Program Objectives                      | — Productivity                  |
|   | — Responsiveness                |
| • ROI Consciousness                       | — Specific Method and Use       |
| • Program Planning                        | — Need Analysis                 |
|   | — Tri-Service Integration       |
|   | — Senior Level Review           |
| • Implementation and<br>Benefits Tracking | — Information Availability      |
|   | — Technology Transfer Mechanism |
|   | — Implementation Mechanism      |
| • Evaluation                              | — Continuous Assessment         |
|   | — Benefits Documentation        |
| • Project Selection                       | — Technical Feasibility         |
|   | — DoD Requirement, Timing       |
|   | — Beyond Risk of Industry       |
|   | — Results Generic               |
| • Program Management                      | — Strong Central Organization   |
|   | — Dedicated Funding             |
|   | — Multi-Service Joint Ventures  |
|   | — Tie To Acquisition Strategies |

## **AFSC MAN TECH POLICY**

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**PREMISE:** Improved Manufacturing Productivity Will Reduce  
Acquisition And Ownership Costs  
Man Tech Program Plays A Key Role

**POLICY:** Use ROI As Principal Criteria For Project Selection  
Conduct Efforts Strongly Linked To Systems To  
Be Acquired  
Conduct Efforts With Direct Application To ALC  
Needs  
Ensure Early Implementation In Systems By:

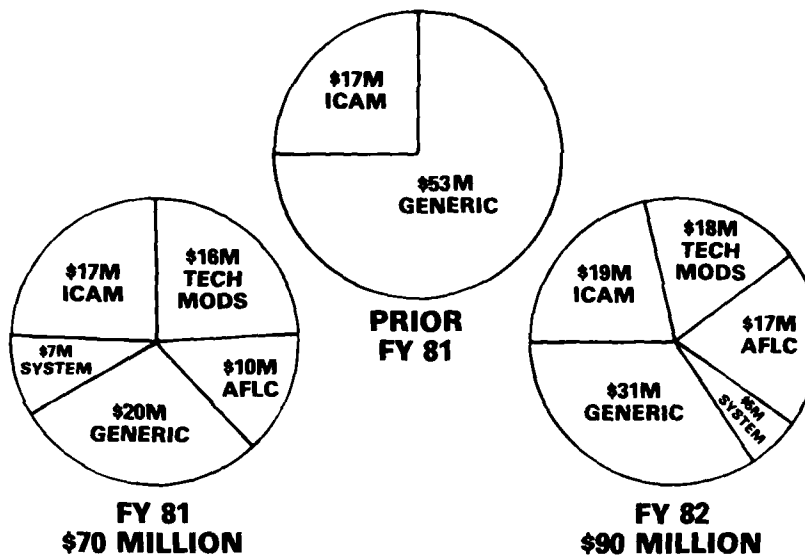
- Use As Source Selection Factor
- Analyzing Major Cost Drivers, Bottlenecks
- Tie To Technology Modernization Initiatives

## **MANTECH PROGRAM**

<b>PAST</b>	<b>FUTURE</b>
<ul style="list-style-type: none"><li>• MANY DISCRETE PROJECTS</li><li>• WEAK DEMAND PULL</li><li>• LIMITED IMPLEMENTATION</li><li>• INSUFFICIENT UNPROVEN BENEFITS</li><li>• LEVEL OF EFFORT PLANNING &amp; FUNDING</li></ul>	<ul style="list-style-type: none"><li>• MAJOR THRUSTS</li><li>• SYSTEM &amp; OPPORTUNITY DRIVEN</li><li>• LINKED TO VANGUARD PLANNING PROCESS</li><li>• STRONG IMPLEMENTATION &amp; TRANSFER EMPHASIS</li><li>• DOCUMENTED BENEFITS</li><li>• BUILT-UP PROGRAM BASED ON REQUIREMENTS</li><li>• LEVER FOR INVESTMENT</li><li>• EMPHASIZE READINESS</li></ul>

## **PAYOFF '80 PROGRAM CHANGES**

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## **FACTORS FOR TECH. MOD. SELECTION**

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- **PLANNED LEVEL OF CORPORATE INVESTMENT FOR MODERNIZATION**
- **AF/DoD PROJECTED BUSINESS BASE**
- **MILITARY/COMMERCIAL MIX**
- **OVERALL PROJECTED ROI**
- **CONTRACTOR VS. GOVERNMENT OWNED FACILITY**
- **COMPETITION**

## TECH MOD APPROACH

---

- **SEPARATE CONTRACT**
- **MULTI-PHASE**
  - I. TOP DOWN ANALYSIS**
  - II. DESIGN OF MODULES**
    - **ENABLING TECHNOLOGIES**
  - III. IMPLEMENTATION**
- **BENEFITS TRACKING**
- **RESPONSIBILITIES**
  - **AF USERS — OVERALL PROGRAM MANAGEMENT**
  - **MANTECH — TECHNICAL MANAGEMENT**

## PROPOSED TECH. MOD. TYPES/CONTENT

TYPICAL "SYSTEM"	TYPICAL "FACTORY"
<b>AMRAAM</b> <ul style="list-style-type: none"> <li>• <b>TERMINAL SEEKER</b></li> <li>• <b>DATA PROCESSOR</b></li> <li>• <b>AIRFRAME</b></li> <li>• <b>PROPULSION SYSTEM</b></li> <li>• <b>RADOME</b></li> <li>• <b>MFG. MANAGEMENT SYSTEM</b></li> </ul>	<b>BOEING WICHITA</b> <ul style="list-style-type: none"> <li>• <b>CHEMICAL, FINISHING PROCESS CENTERS</b></li> <li>• <b>SHEET METAL FABRICATION</b></li> <li>• <b>MACHINING CENTERS</b></li> <li>• <b>ADVANCED COMPOSITES</b></li> <li>• <b>ELECTRICAL, ELECTRONIC CELLS, CENTERS</b></li> <li>• <b>MFG. MANAGEMENT SYSTEM</b></li> </ul>



### **MANUFACTURING TECHNOLOGY PROBLEM**

**Outdated Facilities At AFP-4;  
No Mechanism For Major Modernization**

#### **APPROACH**

- ICAM Systems Analysis Techniques
- F-16 SPO Leadership and Commitment
- Design and Implement Selected Work Centers

#### **ACCOMPLISHMENTS & IMPACT**

- \$25M A.F./\$100M Contractor Investment
- 3 Work Centers To Be Implemented – Machining, Sheet Metal, Electrical Bench
- Contractor Commitment
- Benefits Tracking Methodology
- \$25M Savings Through FY 79/  
\$370M Savings Projected

## **ELEMENTS OF PRODUCTIVITY**

### **PROGRAM STRATEGY**

- 
- **TOTAL FACTORY APPROACH**
  - **AIR FORCE FUNDS REQUIRED DEVELOPMENT**
  - **INDUSTRY FUNDS REQUIRED EQUIPMENT, FACILITIES AND USES COMPLEMENTARY IR&D**
  - **FITS WITH TECHNOLOGY MODERNIZATION PLANS**
  - **VENDORS, PRIMES, AND SUBCONTRACTORS PARTICIPATE**
  - **GENERIC AND SYSTEM SPECIFIC EMPHASIS**
  - **SHORT AND LONG-TERM ROI**



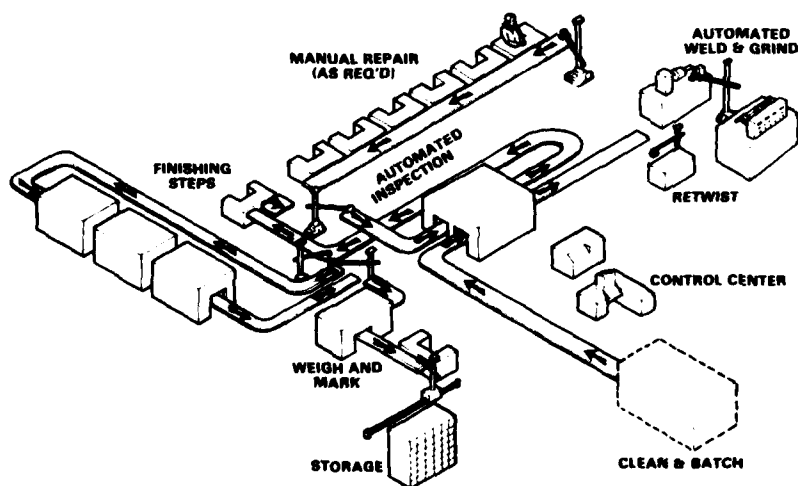
# **ALC MAINTENANCE PLANNED INVESTMENTS FY 81-90**

Distribution	Cost in \$ Billions/Ten Years					
	ALC					TOTAL
	OC	OO	SA	SM	WR	
(A) ORGANIC RPR. AND MAINT. OPERATIONS	3.289	2.469	3.469	2.342	2.605	14.144
(B) SPARES AND MOD KITS*						33.234
(C) MODERNIZATION						
• FACILITIES**	.218	.276	.210	.154	.151	1.009
• EQUIPMENT						.600
<b>TOTAL</b>						<b>48.987</b>

\*TEN YEAR BREAKDOWN DERIVED FROM ACTUAL SEVEN YEAR PROJECTION

\*\*TEN YEAR BREAKDOWN DERIVED FROM ACTUAL FIVE YEAR PROJECTION

## **PRELIMINARY CONCEPT AUTOMATED BLADE REPAIR CENTER**



## STRATEGIC MATERIALS THE GEOGRAPHICAL PROBLEM



### U.S. NET IMPORT RELIANCE OF SELECTED MINERALS AND METALS AS A PERCENTAGE OF CONSUMPTION IN 1978

Mineral and Metal	Net Import Reliance <sup>1</sup> as a Percentage of Apparent Consumption <sup>2</sup>	Major Foreign Sources (1974-1977)
Columbium	100	Brazil, Thailand, Canada
Manganese	97	Gabon, Brazil, Australia, South Africa
Tungsten	87	Thailand, Canada, Malaysia, Brazil
Cobalt	86	Zaire, Belgium-Luxembourg, Zambia, Poland
Bauxite and alumina	83	Jamaica, Australia, Surinam
Chromium	81	South Africa, USSR, Turkey, Southern Rhodesia
Platinum group metals	80	South Africa, USSR, United Kingdom
Ti	79	Malaysia, Bolivia, Thailand, Indonesia
Nickel	76	Canada, Norway, New Caledonia, Dominican Republic
Zinc	66	Canada, Mexico, Australia, Belgium-Luxembourg
Mercury	64	Algeria, Canada, Spain, Mexico, Yugoslavia
Cadmium	63	Canada, Australia, Belgium-Luxembourg, Mexico
Tungsten	58	Canada, Bolivia, Peru, Thailand
Gold	53	Canada, Switzerland, USSR
Silver	46	Canada, Mexico, Peru, United Kingdom
Selenium	40	Canada, Japan, Yugoslavia
Thorium (uranium)	42	Canada, Australia
Vanadium	36	South Africa, Chile, USSR
Iron ore	36	Canada, Venezuela, Brazil, Liberia
Antimony	23	South Africa, Bolivia, China, Mexico
Copper	20	Canada, Chile, Peru, Zambia
Aluminum	11	Canada
Lead	9	Canada, Mexico, Peru, Australia

<sup>1</sup> Net import reliance = imports - exports + adjustments for government and industry stock exchanges

<sup>2</sup> Apparent consumption = U.S. primary + secondary production + net import reliance

Source: Adapted from a chart published by the Bureau of Mines, U.S. Department of the Interior

## AVIONIC STRATEGIC/CRITICAL MATERIALS

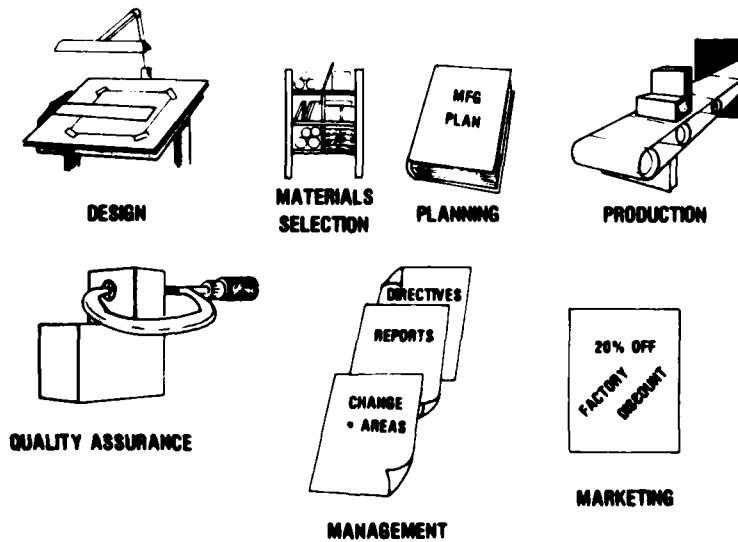
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- TANTALUM — CAPACITORS
- GOLD/SILVER/PALLADIUM/PLATINUM — CONTACTS/COMPONENTS
- SILICON — INTEGRATED CIRCUITS
- COBALT — MAGNETS

EXAMPLE: AMRAAM

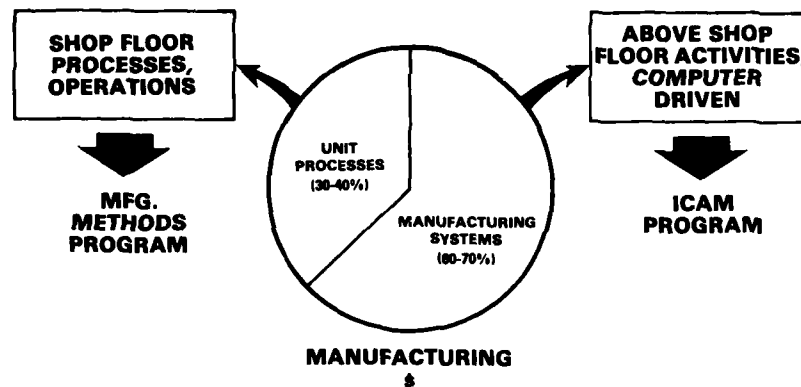
RAYTHEON — 4 OZ. GOLD IN ELECTRONICS  
TOTAL GOLD COST — 64 MILLION

## MANUFACTURING



## **COST DISTRIBUTION FOR MANUFACTURED PRODUCTS**

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## **AIR FORCE ICAM PROGRAM**

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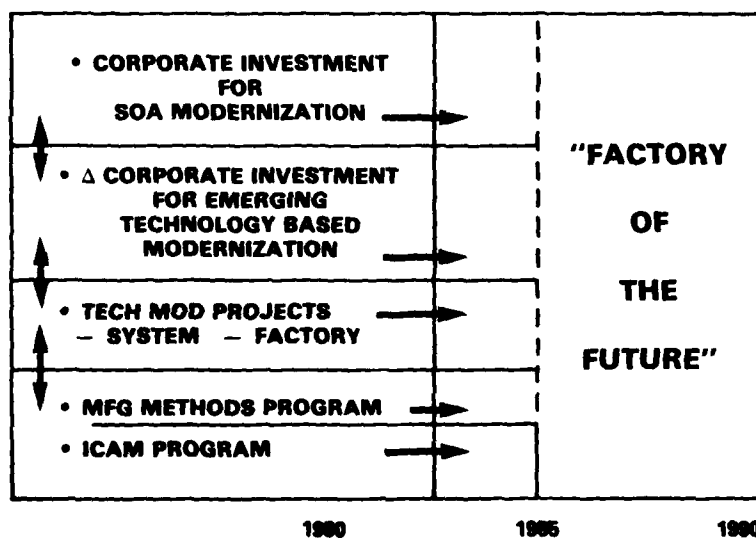
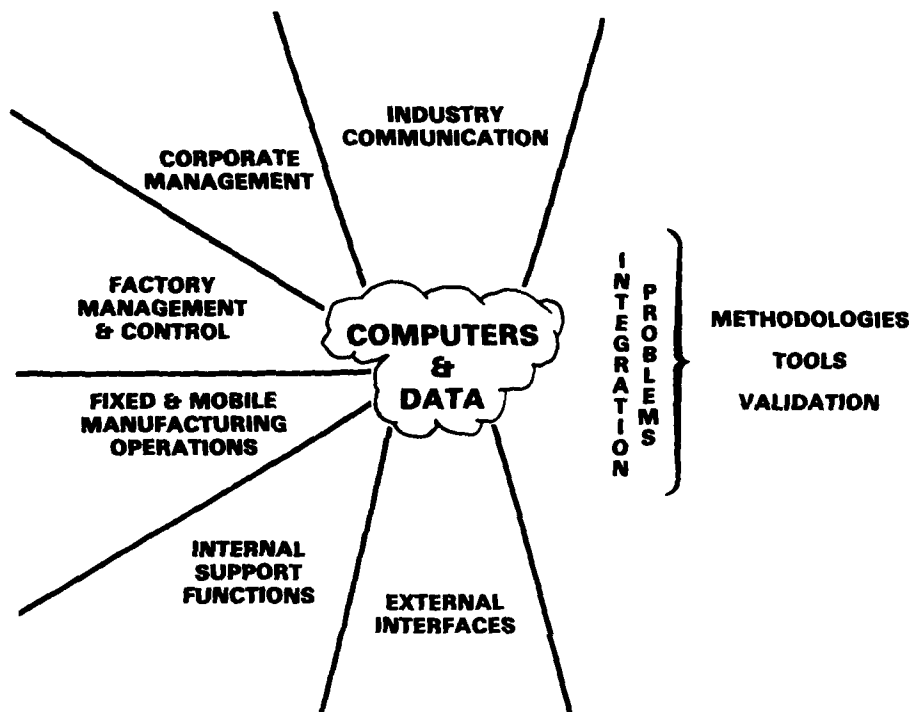
### **INTEGRATED COMPUTER-AIDED MANUFACTURING**

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**PROBLEM** NO SYSTEMATIC, INDUSTRY-WIDE APPROACH  
TO MANUFACTURING / PRODUCTIVITY COST  
DRIVER

#### **APPROACH**

- 1. BUILD ARCHITECTURE – BLUEPRINT**
- 2. ESTABLISH INTEGRATING TOOLS**
- 3. DEMONSTRATE ON SPECIFIC SHOP FLOOR COST CENTERS**
- 4. IMPLEMENT ON AF PRODUCTION PROGRAMS**
- 5. TRANSITION ACROSS INDUSTRY; AUDIT BENEFITS**



## **CAPITAL INVESTMENT**

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### **CONTRACTUAL INCENTIVES**

- **MULTI-YEAR CONTRACTING**
- **SOURCE SELECTION — EMPHASIS**
- **AWARD FEE**
- **ROI EMPHASIS**
- **INORDINATE RISK — INDEMNIFY**
- **PROFIT RETENTION — TIED TO IMPLEMENTATION**

## **AIR FORCE OWNED FACILITIES (GOCO)**

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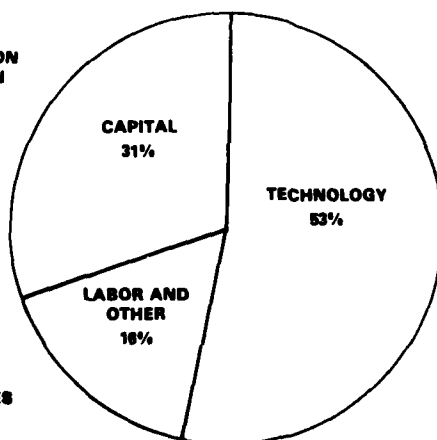
- **AIR FORCE IS POOR LANDLORD**
  - **NO MODERNIZATION PROGRAM**
- **CRITICAL SECTOR ANALYSIS**
  - **DIVEST WHERE POSSIBLE**
  - **ENHANCE CAPTIVE INDUSTRIES**
- **MOTIVATE PRIVATE INVESTMENT**

## **AFSC PRODUCTIVITY INITIATIVES**

### **TECHNOLOGY MODERNIZATION**

---

- **MULTIYEAR**
- **SOURCE SELECTION**
- **INDEMNIFICATION**
- **AWARD FEE**
- **SHARE SAVINGS**



- **RESTRUCTURE MANTECH PROGRAM**
- **MANTECH FUNDING**
- **IR&D — MANUFACTURING RESEARCH**
- **Q-TECH**

- **79 MTAG CONF**
- **LABOR INITIATIVES**

## OVERALL USAF PRINCIPLES ASSESSMENT VS DoD

PRINCIPLE	CONDITION	ACTIVITY
PROGRAM OBJECTIVE	G	TIED TO ACQUISITION PROCESS/NEEDS
ROI CONSCIOUSNESS	Y	SYSTEMS PAYOFF/TECH MODS/DISCRETE PROJECTS
PROGRAM PLANNING	G	AFSC WIDE/AFLC-ALCs INPUTS
IMPLEMENTATION & TRANSFER	Y	TECH MODS/IMPLEMENTATION PLANS/LICENSING CLAUSES
EVALUATION	Y	AUDITABLE TECH MODS/DISCRETE PROJECTS FEEDBACK
PROJECT SELECTIVITY	G	STAFF/EXECUTIVE REVIEW/PRIORITIZATION
ASSESSMENT OF NEEDS	G	SYSTEMS DRIVEN/TECHNOLOGY THRUSTS
PROGRAM MANAGEMENT	G	CORPORATE APPROACH/APPROVAL

## MANUFACTURING RESEARCH IN IR&D

- POLICY LETTER CLARIFYING DAR  
SECTION 15-205.35
- ENCOURAGE RESEARCH FOCUSED ON  
MANUFACTURING SYSTEMS, PROCESSES  
AND TECHNIQUES
- IR&D CEILING NEGOTIATIONS



## DARPA OVERVIEW

by

DR. MICHAEL J. BUCKLEY

Program Manager  
Materials Science Division

Presentation not available for publication





DEPARTMENT OF COMMERCE OVERVIEW

by

MR. CHARLES H. KIMZEY

Office of Cooperative Generic Technology

Presentation not available for publication



CAD/CAM SUBCOMMITTEE REPORT

by

MR. FRED MICHEL

**Office of  
Manufacturing Technology**



**US ARMY MATERIEL DEVELOPMENT  
AND READINESS COMMAND  
ALEXANDRIA, VIRGINIA**

**MTAG 80  
MANUFACTURING TECHNOLOGY ADVISORY GROUP  
CAD/CAM SUBCOMMITTEE  
1980  
OVERVIEW**



**PRESENTED BY:  
FREDERICK J. MICHEL  
CHAIRMAN**

**20 OCTOBER 1980**

Good afternoon, ladies and gentlemen!

Today I want to report to you on the activities of the CAD/CAM subcommittee during the past year. I am going to review the objectives of the committee as stated in the charter. Then I will report to you on the activities of the working groups, significant projects completed in 1980, some of the more significant projects planned for 1981 and 1982, the program for the three services for FY 81 and 82 and finally our perception of some major trends emerging in the 80s.

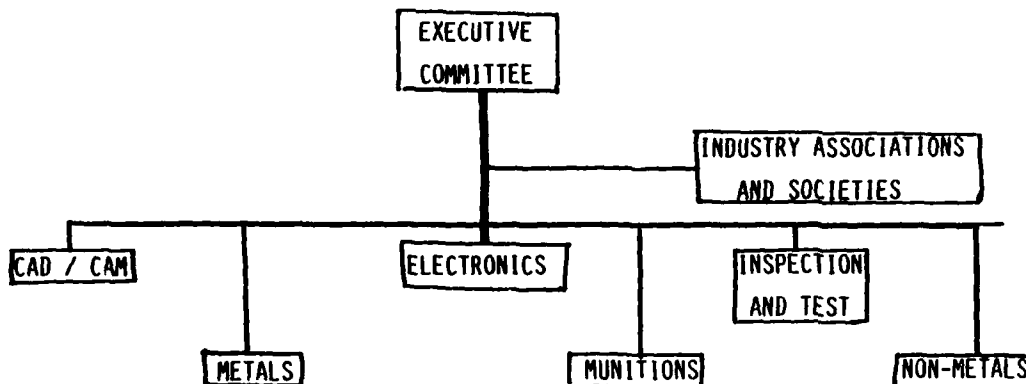
**OUTLINE**

- INTRODUCTION
- OBJECTIVES
- WORKING GROUPS
- 1980 ACTIVITIES
- TECHNOLOGY REPORT
- FY 81 AND 82 PROGRAMS
- MAJOR TRENDS IN THE 80s

### INTRODUCTION

Especially for those of you who have not worked with us in the past, I want to say that under the DoD Manufacturing Technology Advisory Group (MTAG) there are six subcommittees as shown on this vugraph. We are one of them.

### DOD MANUFACTURING TECHNOLOGY ADVISORY GROUP



### CAD/CAM SUBCOMMITTEE

#### GOVERNMENT MEMBERSHIP

- DEPT. OF DEFENSE (DOD)
  - ARMY
  - NAVY
  - AIR FORCE
- DEPT. OF COMMERCE (DOC)
  - OFFICE OF COOPERATIVE GENERIC TECHNOLOGY
  - NATIONAL BUREAU OF STANDARDS
- DEFENSE LOGISTICS AGENCY
  - DEFENSE INDUSTRIAL PLANT EQUIPMENT CENTER (DIPEC)
- DEPT. OF ENERGY (DOE)
- NATIONAL AERONAUTICS AND SPACE ADMIN. (NASA)

## MEMBERSHIP

The subcommittee is made up of government and industry associations and society members. The government organizations are the three services of the Department of Defense - the Army, Navy and Air Force, the Department of Commerce, the Defense Logistic Agency, the Department of Energy and NASA. The names of the members are shown on the left screen.

During the past year, a significant change took place. Our able and energetic chairman for the past four years, Dennis Wisnosky, resigned to take a job with International Harvester and I have been given the privilege of becoming the new chairman. I know that I have a tough act to follow.

Industry and the engineering community are represented by the organizations shown on this chart. The names of their representatives and the names of the companies for whom they work, are also shown.

### CAD/CAM SUBCOMMITTEE

#### GOVERNMENT MEMBERSHIP

CHAIRMAN: FREDERICK J. MICHEL

#### ARMY

RAY AMICONE  
BOBBY AUSTIN  
LING CHIEN  
RUSS HARRIS  
STAN HART  
DOM IPPOLITO  
VIC MONTUORI  
DAVE RUPPE  
JIM SULLIVAN  
AL TAKEMOTO  
DARRYL VEGH

#### NAVY

JOHN ANDERSON  
DENNIS BURNETT  
BILL HADJEN  
RAY JONES  
MICHAEL KEMLER  
RAYE PARROT  
JIM SAXMAN  
BOB SHADE  
RAY WELLS  
GENE ZYBLIKEWYCZ

#### AIR FORCE

TODD GARLAND  
GERRY HAYNES  
GILBERT HAYS  
CHARLIE HOOPER  
RICHARD KAMMERER  
JOHN MC CRACKEN  
DON SIMMONS  
GERRY SHUMAKER

#### DEPT OF COMMERCE

CHUCK KIMZEY  
BRAD SMITH

#### DLA - DIPEC

GARLAND SMITH

#### DOE

JOHN BAKER

#### NASA

GEORGE SALLEY

#### INDUSTRY REPRESENTATION

- AIA
- ADPA
- EIA
- FIA
- NCS
- SME

RAY NEAL, VOUGHT CORP.  
TONY JUCAITIS, GOULD, INC.  
DALE HARTMAN, HUGHES AIRCRAFT CO.  
BOB CHIZMAR, ALCOA  
RON HUNT, N/C SOCIETY  
DICK ABRAHAM, AUTO-PLACE, INC.

## OBJECTIVES

The charter for the subcommittee contains three basic objectives:

1. To provide the technical analysis and working-level tri-service coordination of specific manufacturing technology projects related to the use of computers in all aspects of design engineering and manufacturing engineering.
2. To provide for coordination of these service programs with industry and other appropriate government agencies to promote widespread dissemination and application of new or improved manufacturing systems technology.
3. To make recommendations regarding: joint service efforts, elimination of duplication and establishment of manufacturing goals, policies and procedures.

## OBJECTIVES

- 1 - PROVIDE TRI-SERVICE COORDINATION
- 2 - COORDINATE SERVICE PROGRAMS WITH INDUSTRY AND OTHER GOVERNMENT AGENCIES
- 3 - RECOMMEND :
  - JOINT EFFORTS
  - ELIMINATION OF DUPLICATION
  - GOALS, POLICIES AND PROCEDURES

In 1980 we had eight AD HOC groups to address special problem areas and issues as shown on the vugraph to your right. The vugraph on the left shows the names of the people who participated in these activities. Due to the time limitations, I want to just high-light the most important ones.

The Group on CAD/CAM Dies and Molds evaluated the need for dedicated software for the design and manufacture of dies and molds.

The DIPEC Group assisted the Defense Industrial Plant Equipment Center with the N/C workshop for DoD components.

The ECAM Group reviewed the statement of work and provided guidance to the U. S. Army Missile Command in developing the concepts for the ECAM project.

The ICAM/Industry Day Group prepared an exhibit for the 30 September meeting and exhibit at St. Louis.

The Southfield Group reviewed the results of the Southfield meeting on which a detailed report will be presented at the Mini-Symposium on Wednesday.

CAD/CAM SUBCOMMITTEE

1980 WORKING GROUPS

- ANNUAL REPORT
- CAD/CAM DIES & MOLDS
- DIPEC
- ECAM
- ICAM/INDUSTRY DAY EXHIBIT
- MTAG 80
- MEMBERSHIP
- SOUTHFIELD

1980 WORKING GROUP MEMBERSHIP

- |   |   |
|---|---|
| ● ANNUAL REPORT ( G. HAYNES<br>-( J. SULLIVAN<br>( E. ZYBLIKIEWYCZ        | ● ICAM/INDUSTRY DAY EXHIBIT<br>( L. CHIEN<br>-( J. MC CRACKEN<br>( F. J. MICHEL |
| ● CAD/CAM DIES & MOLDS ( G. HAYNES<br>-( J. SULLIVAN<br>( E. ZYBLIKIEWYCZ | ● MTAG 80 ( G. HAYNES<br>-( J. SULLIVAN<br>( E. ZYBLIKIEWYCZ                    |
| ● DIPEC ( S. HART<br>( G. SMITH   | ● MEMBERSHIP ( G. HAYNES<br>-( J. SULLIVAN<br>( E. ZYBLIKIEWYCZ                 |
| ● ECAM ( W. HOLDEN<br>-( J. MC CRACKEN<br>( F. J. MICHEL                  | ● SOUTHFIELD ( B. AUSTIN<br>-( G. HAYNES<br>( G. ZYBLIKIEWYCZ                   |

## CAD/CAM SUBCOMMITTEE

### 1980 ACTIVITIES

30 APRIL - 1 MAY  
HARTFORD, CT  
(NCS ANNUAL CONFERENCE)

- REVIEW OF FY 81 PROJECTS
- ASSIGN AD HOC GROUP WORK
- MEETING WITH INDUSTRY

14 AUGUST  
ST. LOUIS, MO

- REVIEW WORK OF AD HOC GROUPS
- PLAN FOR MTAG 80
- PREPARE ANNUAL REPORT
- PLAN BOOTH FOR ICAM/INDUSTRY DAY

21 - 24 OCTOBER  
BAL HARBOR, FL  
(MTAG '80)

- PRESENT ANNUAL REPORT
- CONDUCT MINI-SYMPOSIUM
- PLAN TECHNOLOGY TRANSFER
- ORIENTATION ON ARCHITECTURE

4 DECEMBER  
WASHINGTON, D. C.

- PLAN 1981 PROGRAM

During 1980 the subcommittee will have had four meetings. The first one took place at Hartford, CT in conjunction with the annual conference of the N/C society. At this meeting we reviewed the projects proposed by the three services for FY 81 and made assignments to the AD HOC Groups. Yours truly was installed as the new chairman. At the next meeting, which took place in St. Louis, we made plans for an exhibit for the ICAM/Industry Day sponsored by the Air Force, reviewed the work of the AD HOC Groups, made our plans for MTAG 80, and prepared the annual report.

At the ICAM/Industry Day in St. Louis we presented a plaque to Dennis Wisnosky in recognition of the work he has performed as our chairman for the past four years.

On Wednesday we are holding a mini-symposium at which our annual report will be made available to you. On Thursday and Friday, we are going to plan a technology transfer program and will receive an orientation of manufacturing architecture. In December we are going to plan our 1980 program.



## CAD/CAM SUBCOMMITTEE

### THREE SIGNIFICANT PROJECTS COMPLETED IN 1980

<u>SERVICE</u>	<u>PROJECT</u>	<u>POINT OF CONTACT</u>
ARMY	N/C LATHE LANGUAGE EVALUATION	DAVE RUPPE, CORADCOM 201 - 544 - 4251
NAVY	COMPUTER N/C CONTROLLED SHIPS FRAME BENDER	RICHARD A. GAMBLE, NOSC 714 - 225 - 6457
AIR FORCE	INTEGRATED MANUFACTURING CONTROL - MATERIAL MANAGEMENT	CAPT. JOHN MC CRACKEN, AFML 513 - 255 - 2562

Now I want to speak to you about some significant projects recently completed. Some on-going projects supported by funds provided by all three services and the service plans for FY 81 and FY 82.

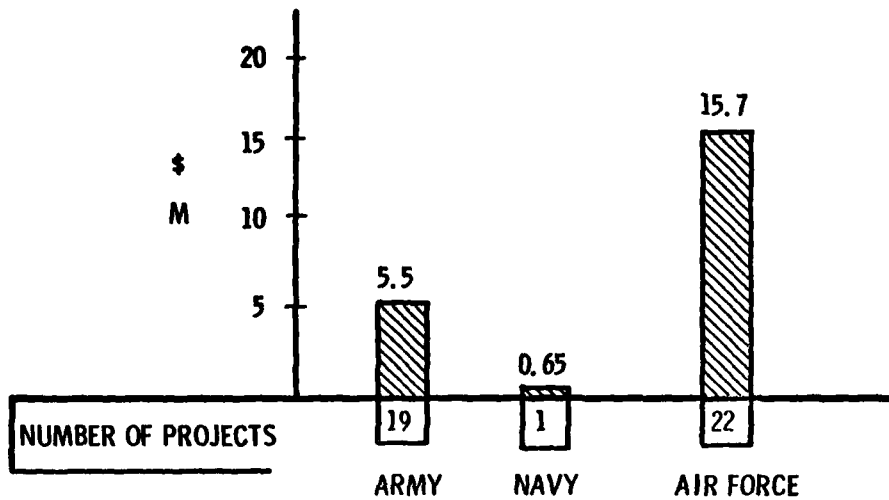
In FY 80, the three services completed 27 CAD/CAM projects representing an investment of \$11 million. An example from each of the three services will follow.

1. The objective of the Army project was to conduct an evaluation of 15 N/C lathe programming systems and characterize them qualitatively and quantitatively to help our arsenal shops pick the most cost effective one.

The results are shown on the vugraph appearing on the left screen.

2. The Navy project demonstrates the practicality of applying CAM concepts to the forming of frames used in the construction of ships. The original work was done at Case Western in Cleveland sponsored by the National Science Foundation, and a working machine was demonstrated recently.
3. The result of one of the Air Force projects is a detailed design of the application software for a new minicomputer based real-time control system which will provide information to the supervisor for improved decision making.

CAD/CAM SUBCOMMITTEE  
FY 80 CAM PROGRAM



PROJECTS STARTED IN 1980

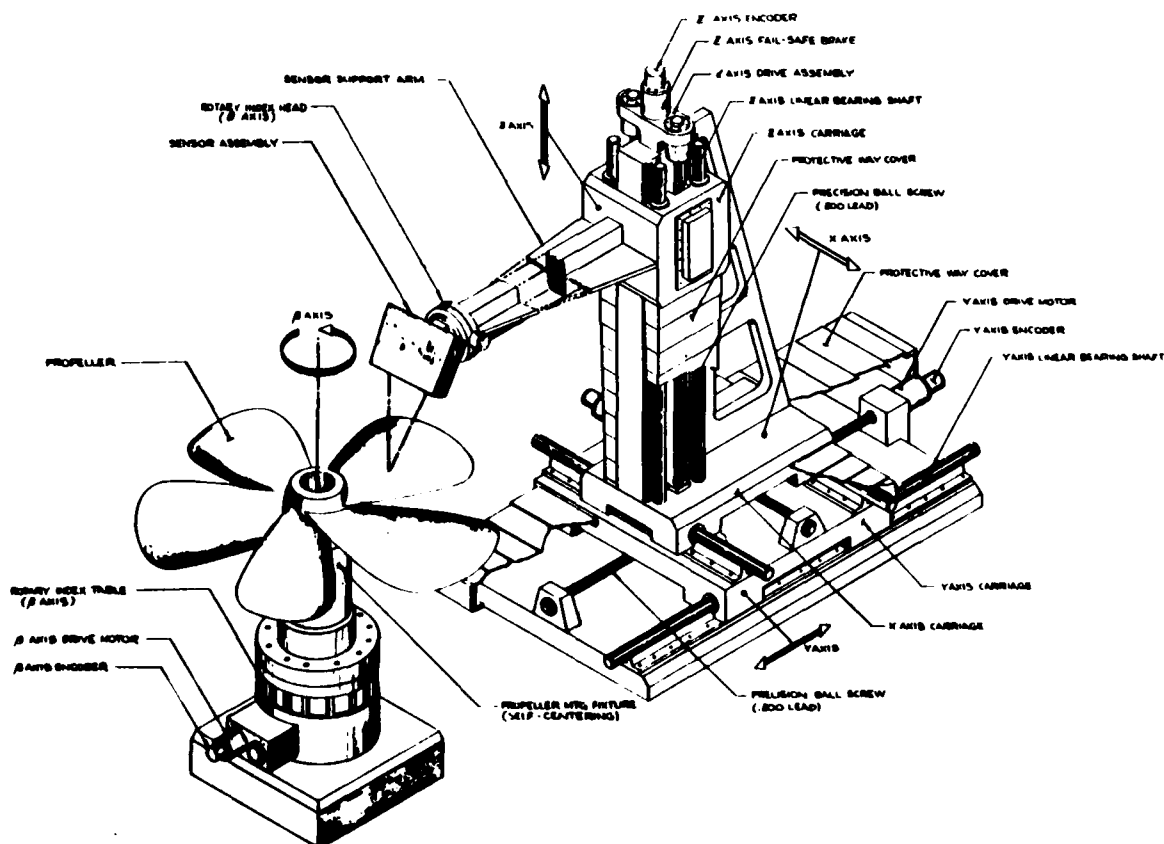
In FY 80 the three services have 42 CAD/CAM projects valued at \$21.85 million of which you will find a complete list in our annual report.

The three most significant ones are highlighted here:

1. The Army's ECAM or Electronic Computer Aided Manufacturing Project which has two basic objectives: (1) To define the architecture of the design and manufacture of military electronic equipment and (2) to identify those projects which should be undertaken to fill technology gaps in a computer integrated program.
2. The objective of the Navy project is to demonstrate on the manufacturing floor a laser scan, digitally formatted, in-process inspection technique compatible with CAD/CAM systems.
3. The Air Force project addresses the integration of the major planning functions defined by the architecture of manufacturing. Those functions are: plan for manufacturing (facilitization); process planning (how to produce) and manufacturing planning (when to produce).

CAD/CAM SUBCOMMITTEE  
THREE SIGNIFICANT PROJECTS STARTED IN 1980

<u>SERVICE</u>	<u>PROJECT</u>	<u>POINT OF CONTACT</u>
ARMY	ECAM	GORDON LITTLE, MICOM 205 - 876 - 3848
NAVY	AUTOMATED PROPELLER OPTICAL MEASUREMENT SYSTEM	MICHAEL KEMLER, USN 215 - 755 - 3582
AIR FORCE	INTEGRATED PLANNING SYSTEM	DAVID JEPSON, AFML 513 - 255 - 2562



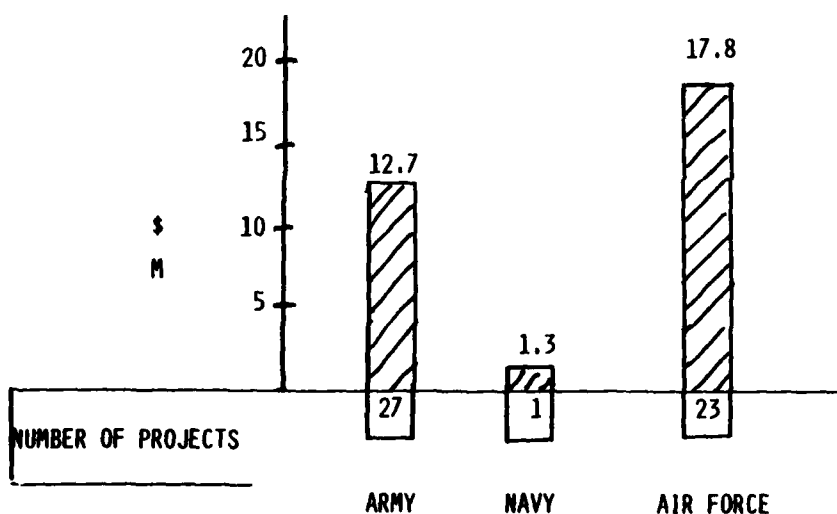
CAD/CAM SUBCOMMITTEE  
THREE SIGNIFICANT TRI-SERVICE  
SUPPORTED PROJECTS

- |   |  |
|---|--|
| • ELECTRONIC COMPUTER<br>AIDED MANUFACTURING (ECAM) | GORDON LITTLE, MICOM<br>205 - 876 - 3848 |
| • INITIAL GRAPHICS EXCHANGE<br>SPECIFICATION (IGES) | BRAD SMITH, NBS<br>301 - 921 - 2381      |
| • ELECTRONIC GROUP TECHNOLOGY (EGT)                 | STAN HART, ARRADCOM<br>201 - 328 - 3721  |

Three examples of currently multi-service supported projects are shown here. The first one I have described a few minutes ago. The IGES project was initiated to establish standards for inter-active graphics. It has recently been submitted to the American National Standards Institute (ANSI) and has an excellent chance of very shortly becoming a national standard. This project is an example of an outstanding cooperative effort of industry and government. The idea of standard was proposed by industry at our Southfield Meeting in September 1979. One year later a standard is in the hands of the members of the appropriate ANSI committee to be voted on.

The third project is undertaken to identify the concepts which should be used to structure the group technology coding system for parts used in electronic equipment.

CAD/CAM SUBCOMMITTEE  
FY 81 CAM PROGRAM



The FY 81 CAM Program for the three services provides for an expenditure of \$31.8M for a total of 51 projects. A list of the projects and the points of contact can be found in our annual report.

The three most significant ones, by service are:

1. For the Army: A project to be implemented at Watervliet Arsenal based on the concept of distributive DNC.
2. For the Navy: A demonstration of automated fabrication processes for microwave stripline circuit boards.
3. For the Air Force: An intensive study of the assembly of discrete aircraft parts and the formulation of a conceptual design for an integrated assembly center.

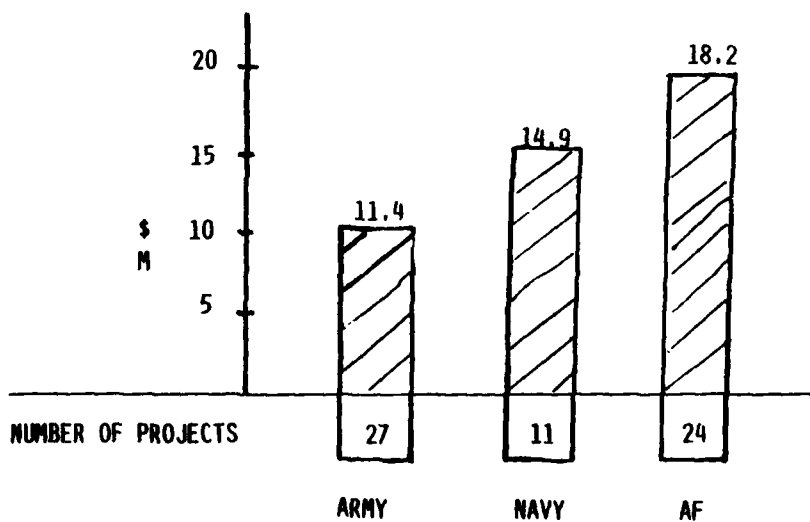
#### CAD/CAM SUBCOMMITTEE

#### THREE SIGNIFICANT PROJECTS TO BE STARTED IN 1981

<u>SERVICE</u>	<u>PROJECT</u>	<u>POINT OF CONTACT</u>
ARMY	COMPUTER INTEGRATED MFG. - DISTRIBUTIVE DNC	DOM IPPOLITO, WATERVLIET 518 - 266 - 5719
NAVY	AUTOMATED MICROWAVE CIRCUIT BOARD FAB.	STEVE LINDER, NASC 202 - 692 - 7640
AIR FORCE	ICAM ASSEMBLY REQUIRE- MENTS AND DESIGN	CAPT. JOHN MC CRACKEN 513 - 255 - 2562

#### CAD/CAM SUBCOMMITTEE

#### FY 82 CAM PROGRAM



In FY 82 the services expect to spend \$44.5M on 62 CAM projects. This represents a growth of almost 50% over FY 81. Three of the most significant projects to be started in FY 82 are shown on the vugraph to the left.

The Army Plans to have a project to develop an automated, computer directed, soldering system for sealing of packages containing micro circuits.

The Navy Expects to support a project to establish a full spectrum of integrated industrial automation technology with the U.S. shipbuilding industry.

The Air Force Plans to undertake a project to refine and enhance requirements and establish the design of a Data Automation Processor (DAPRO) as the mechanism for processing transactions in an on-line real time environment.

#### CAD/CAM SUBCOMMITTEE

#### THREE SIGNIFICANT PROJECTS TO BE STARTED IN 1982

<u>SERVICE</u>	<u>PROJECT</u>	<u>POINT OF CONTACT</u>
ARMY	AUTOMATIC SEALING OF HYBRIDS	ROBERT WOOTER, MICOM 205 - 876 - 8487
NAVY	SHIPBUILDING TECHNOLOGY PROGRAM	WILLIAM F. HOLDEN, NAVMAT 202 - 692 - 1411
AIR FORCE	ICAM DATA AUTOMATION PROCESSOR (DAPRO) SYSTEM DEFINITION	FRANK BORASZ, AFML 513 - 255 - 2562

#### MINI-SYMPOSIUM

On Wednesday, beginning at 8:30 am, we are going to hold a mini-symposium consisting of a 20-minute movie and eleven technical papers. The titles and the names of the presenters are shown on the screen. The first paper covers the Southfield Meeting. The other papers represent a cross-section of CAM projects sponsored by the three services dealing with standards, fabrication methods, factory modernization, automated inspection and automated management systems. Also, we will have our annual report available. I hope that you will be able to attend.

CAD/CAM SUBCOMMITTEE  
MTAG 80 MINISYMPOSIUM

TIME: 22 OCTOBER 1980 8:30 A.M.

PLACE: EASTWOOD/WESTWOOD #1

PROGRAM: ● SOUTHFIELD REPORT - THE MTAG CAD/CAM  
SUB-COMMITTEE RESPONSE TO  
INDUSTRY RECOMMENDATIONS

MAJ GERALD HAYNES  
AFML

- INITIAL GRAPHIC EXCHANGE  
SPECIFICATION (IGES)

MR. BRADFORD M. SMITH  
NBS

- BLISK & IMPELLER AIRFOIL  
MANUFACTURING SYSTEM

MR. WILLIAM D. ROUSE  
GENERAL ELECTRIC CO.

- TECHNOLOGY MODERNIZATION - ARE THE  
RESULTS WORTH THE PROBLEM?

DR. DANNY L. REED  
GENERAL DYNAMICS

- AUTOMATED PROPELLER OPTICAL  
MEASUREMENT SYSTEM

MR MICHAEL KEMLER  
USN

- FLEXIBLE MACHINING SYSTEM TECHNOLOGY

MR. ALFRED G. KIRCHNER  
GENERAL ELECTRIC CO.

- SHEET METAL CENTER CONCEPT DESIGN

MR. ALAN T. TAYLOR  
BOEING COMMERCIAL AIRPLANE CO.

- ROBOTIC SYSTEM FOR AEROSPACE BATCH  
MANUFACTURING - TASK B

DR. MARGARET EASTWOOD  
MC DONNELL-DOUGLAS  
AUTOMATION CO.

- COMPUTER - AIDED DESIGN OF THE POWER  
FORGING PROCESS

DR. HOWARD A. KUHN  
U OF PITTSBURGH

- AUTOMATIC CONTROL OF PLATING

MR. R. T. APODACA  
GENERAL DYNAMICS

- ICAM INTEGRATED MFG CONTROL -  
MATERIAL MANAGEMENT SYSTEM

MR. AL RUBENSTEIN  
GENERAL ELECTRIC CO.

## CAD/CAM SUBCOMMITTEE

### MAJOR TRENDS IN THE 80s

- INVESTMENT STRATEGY
- DISTRIBUTIVE SYSTEMS
- THE SYSTEM APPROACH - CAD/CAM/CAT
- COMMON DATA BASE

### MAJOR TRENDS IN THE 80s

Over the next few years, we see several trends emerging. For one, the system or top-down approach in re-evaluating existing plants and designing new manufacturing facilities will be applied more widely. This approach will capture improved productivity arising from the synergism which results from the combining of related manufacturing operations. Our engineering schools are starting to train manufacturing engineers with the skills necessary for implementing this concept. Management is beginning to recognize the potential benefits that can be derived from this approach.

One of the most significant developments making the systems approach possible was the advent of the minicomputer and the microprocessor through the truly remarkable cost reductions which these devices have experienced. To quote the June 30 issue of Business Week: "Microprocessors will have a bigger impact on life style than the change brought about by television." These developments and some of the technology developments about which you have heard this afternoon, will indeed make CAD/CAM/CAT become a reality.

The Third Element - In addition to the systems approach and low-cost computers is the development of the data base concept. The capturing of the design and manufacturing information from prior projects will create a reservoir of information for the designer and planner that will make their work infinitely more effective. Through the corporate memory thus created the learning curve of new employees will be improved immeasurably.

The technological innovations no doubt will also have a profound effect on the organizational structure of the future business unit. Much paper work will be eliminated and much more information will become available at all levels of the organization on a real time basis. The management structure and employee functions will change considerably.

We foresee exciting opportunities and expect to provide seed money for the projects having the greater risks with the expectation that industry will reap the benefits sooner, that the cost of our weapons will be reduced and that the productivity of our industrial base will be improved. As the editor of the June 12, 1980 issue of Machine Design stated: "An engineer can use a computer to design a component, analyze its stresses, and check its mechanical action. Production people can use the same computer to transform the design into hardware through NC machining or other automated processes. Now the two technologies - CAD and CAM - are merging, allowing a single individual to conceive of an object and then set in motion the computer - controlled processes that will produce it."



## SUMMARY

- OBJECTIVES
- WORKING GROUPS
- 1980 ACTIVITIES
- TECHNOLOGY REPORT
- FY 81 AND 82 PROGRAMS
- MAJOR TRENDS IN THE 80s

In summary, we've had a very active year. I have told you about our objectives, the activities of our AD HOC Groups, what was accomplished and what was started in FY 80, what we expect to do in FY 81 and what we are planning for FY 82. I spoke about some of our jointly funded projects and told you about the mini-symposium which we hope will encourage the transfer of technology. In conclusion, I tried to give you an assessment of what we foresee the future of CAD/CAM to be and to bring.

Thank you.

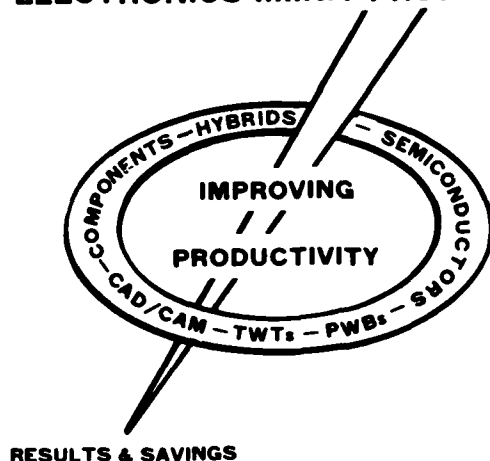


## ELECTRONICS SUBCOMMITTEE OVERVIEW

by

MR. CHARLES McBURNEY

## **ELECTRONICS MM&T PROJECTS**



## **ELECTRONICS SUBCOMMITTEE REPORT TO THE MANUFACTURING TECHNOLOGY ADVISORY GROUP**

### **MTAG 80**

LADIES AND GENTLEMEN. EACH SUCCEEDING YEAR THAT I AM CALLED UPON TO MAKE THIS BRIEFING, I REALIZE MORE AND MORE WHAT A PRIVILEGE IT IS TO PRESENT IT TO YOU. THIS REPORT OF THE ELECTRONICS AND ELECTRO-OPTICS SUBCOMMITTEE ACTIVITIES AND RESULTS IS THE TWELFTH ANNUAL BRIEFING TO THE MANUFACTURING TECHNOLOGY ADVISORY GROUP.

AS CHAIRMAN, I WILL PROVIDE AN OVERVIEW OF ELECTRONICS AND ELECTRO-OPTICS PROGRAMS FOR FY82 AND A SHORT SUMMARY OF ACCOMPLISHMENTS OVER RECENT YEARS. THEN I WILL INTRODUCE FROM THE AUDIENCE SEVERAL OF THE WORKING GROUP CHAIRMEN, AND PROVIDE A BRIEF REVIEW OF THEIR ACTIVITIES. AT THE MINISYMPOSIUM ON WEDNESDAY, INDUSTRY AND GOVERNMENT REPRESENTATIVES WILL HAVE AN OPPORTUNITY TO MEET THESE WORKING GROUP CHAIRMEN AND THE MEMBERS OF THE SUBCOMMITTEE.

## INTRODUCTION

- SIZE OF THE FY82 PROPOSED PROGRAM
- TECHNICAL AREAS
- PROJECT COORDINATION MEETINGS
- REVIEW PROCEDURES
- WORKING GROUP CHAIRMEN INFORMATION
- AREAS OF TRI-SERVICE INTEREST
- AREAS OF MUTUAL INTEREST
- JOINT EFFORTS
- TECHNOLOGY OPPORTUNITIES

DURING THIS BRIEFING I WILL ILLUSTRATE THE SIZE OF THE SERVICE'S FY82 ELECTRONICS AND ELECTRO-OPTICS PROGRAMS IN DOLLARS AND NUMBER OF PROJECTS BY TECHNICAL AREA, AND NOTE THE TYPES OF PROJECTS INCLUDED IN EACH AREA.

THEN I WILL DISCUSS THE VARIOUS PROJECT COORDINATION MEETINGS AND THE REVIEW PROCEDURES USED THROUGHOUT THE YEAR TO COORDINATE THESE PROJECTS IN THEIR SIX TECHNICAL AREAS. I'LL TELL YOU HOW WE MET WITH THE MAJOR TECHNICAL SOCIETIES AND WITH THE ELECTRONICS INDUSTRY ASSOCIATION TO DISCUSS DOD PROPOSALS IN RELATIONSHIP WITH ON-GOING WORK AT LEADING FIRMS.

NEXT, YOU WILL HEAR INFORMATION SUPPLIED BY THE WORKING GROUP CHAIRMEN ON THEIR MAJOR THRUSTS. THEN YOU'LL HEAR ABOUT WORK HAVING TRI-SERVICE INTEREST, TWO-SERVICE INTEREST, CURRENT JOINT EFFORTS, AND SEVERAL MAJOR ACCOMPLISHMENTS IN TECHNOLOGY TRANSFER.

IN CLOSING, I'LL MENTION OPPORTUNITY FOR ADDITIONAL WORK. THIS BRIEFING IS DESIGNED TO GIVE YOU A FULL OVERVIEW OF THE TRI-SERVICE PROGRAM IN ELECTRONICS.

## **SIZE OF THE ELECTRONICS, ELECTRO-OPTICS PROGRAM**

- 30 AIR FORCE PROPOSALS COSTING  
\$17.7 MILLION
- 14 NAVY PROPOSALS COSTING  
\$10.1 MILLION
- 39 ARMY PROPOSALS COSTING  
\$24.3 MILLION

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### **83 PROPOSALS FOR \$52.1 MILLION**

HERE IS AN ILLUSTRATION OF THE SIZE OF THE ELECTRONICS PROGRAM.

AIR FORCE HAS 30 PROPOSALS WORTH 17.7 MILLION DOLLARS, A 2.5 MILLION INCREASE OVER LAST YEAR.

NAVY HAS 14 PROPOSALS WORTH 10.1 MILLION DOLLARS, A ONE-THIRD REDUCTION FROM LAST YEAR.

ARMY, WITH ITS THIRTEEN SUBCOMMANDS, BUDGETED FOR 39 PROJECTS AT 24.3 MILLION DOLLARS, A ONE-FOURTH REDUCTION FROM LAST YEAR.

THUS, THE TOTAL PROGRAM CONSISTS OF 83 PROJECTS WORTH 52.1 MILLION DOLLARS. THESE ARE THE PROPOSALS THAT SURVIVED TWO LEVELS OF BUDGET REVIEW. THE THREE DEPARTMENTS SCREENED OVER 100 PROPOSALS WORTH ABOUT 60 MILLION DOLLARS PRIOR TO ACCEPTANCE OF THESE PROJECTS FOR BUDGET APPROVAL.

## TECHNICAL AREAS

- ELECTRO-OPTICS/OPTICS
- MICROWAVE DEVICES/TRAVELING WAVE TUBES
- SEMICONDUCTORS/INTEGRATED CIRCUITS
- COMPONENTS/PACKAGING
- ELECTRONICS CAD/CAM
- HYBRID CIRCUITS

TO SIMPLIFY THE TASK OF COORDINATING OVER ONE HUNDRED PROJECTS, THEY WERE DIVIDED INTO THE TECHNICAL AREAS SHOWN HERE: ELECTRO-OPTICS AND OPTICS, MICROWAVE DEVICES, SEMICONDUCTORS AND INTEGRATED CIRCUITS, COMPONENTS AND PACKAGING, ELECTRONICS CAD/CAM, AND HYBRID CIRCUITS. EACH PROJECT WAS ASSIGNED TO ONE OR MORE OF THESE AREAS BY THE COMMITTEE CHAIRMAN.

NOW, LET'S DELINEATE THESE AREAS BY NOTING THE MAJOR ITEMS INCLUDED IN EACH.

## TECHNICAL AREAS IN ELECTRONICS

AREA	TASKS
ELECTRO-OPTICS AND OPTICS	FIBER OPTICS SOURCES, CABLES, DETECTORS AND CONNECTORS; NIGHT VISION COMPONENTS; GLASS AND PLASTIC OPTICS; DISPLAYS; LASERS.
MICROWAVE DEVICES AND TRAVELING WAVE TUBES	MILLIMETER WAVE DEVICES; GALLIUM ARSENIDE IMPATT DIODES; MICROWAVE INTEGRATED CIRCUITS; TRAVELING WAVE TUBES AND AMPLIFIERS; MAGNETRONS.
SEMICONDUCTORS AND INTEGRATED CIRCUITS	BI-POLAR DEVICES, HIGH FREQUENCY DIODES AND TRANSISTORS; SOLAR CELLS; POWER DEVICES; HIGH REL. TECHNIQUES; LARGE SCALE INTEGRATED CIRCUITS; CCDs; ROMs; CMOS; CMOS ON SOS; VLSI. MICROWAVE ICS.

MAY 80

ELECTRO-OPTICS INCLUDES DETECTORS AND SIGNAL PROCESSORS, NIGHT VISION COMPONENTS, SEEKERS, DISPLAYS, LASERS, AND TESTERS FOR OPTIC SYSTEMS.

MICROWAVE DEVICES INCLUDE MANY TYPES OF MILLIMETER WAVE COMPONENTS, IMPATT DIODES, PIN DIODES, GUNN TRANSISTORS, AND POWER TRANSISTORS. ALSO, MICROWAVE CIRCUITS AND ULTRA HIGH FREQUENCY COMPONENTS. TUBES INCLUDE TWI AMPLIFIERS, CROSSFIELD AMPLIFIERS, AND MAGNETRONS.

SEMICONDUCTORS CONSIST OF HIGH FREQUENCY DIODES AND TRANSISTORS, HIGH POWER DEVICES, INTEGRATED CIRCUITS, READ ONLY MEMORIES, METAL OXIDE SEMICONDUCTORS, AND VERY LARGE SCALE INTEGRATED CIRCUITS.

## TECHNICAL AREAS IN ELECTRONICS

AREA	TASKS
COMPONENTS AND PACKAGING	CRYSTALS; SENSORS; PRINTED CIRCUIT BOARDS; STRIPLINE; CHIP CARRIERS; POWER SOURCES; BATTERIES.
ELECTRONICS CAD/CAM	SYSTEMS FOR DESIGNING AND MANUFACTURING PRINTED CIRCUITS, HYBRID CIRCUITS, AND INTEGRATED CIRCUITS.
HYBRID CIRCUITS	LARGE SCALE HYBRIDS; INKS AND SUBSTRATES; PACKAGES; HEAT PIPES; COMPUTERIZED TESTERS.

COMPONENTS INCLUDE CRYSTALS AND OSCILLATORS, SENSORS, CIRCUIT BOARDS, STRIPLINE, CHIP CARRIERS, BATTERIES, AND POWER SUPPLIES.

CAD/CAM INCLUDES SYSTEMS FOR MANUFACTURING PRINTED CIRCUITS, HYBRID MICROCIRCUITS, AND INTEGRATED CIRCUITS.

HYBRID CIRCUITS CONSIST OF THICK AND THIN FILM CIRCUITS, LARGE SCALE HYBRIDS, SUBSTRATES, PACKAGES, HEAT PIPES, AND TESTERS.

NOW LET'S LOOK AT THE RELATIVE IMPORTANCE OF THESE AREAS.



### TECHNICAL AREAS IN ELECTRONICS

AREA	NO OF PROJECTS
ELECTRO-OPTICS	26
MICROWAVE DEVICES	21
COMPONENTS AND PACKAGING	21
SEMICONDUCTORS AND ICS	16
ELECTRONICS CAD/CAM	16
HYBRID CIRCUITS	9
TOTAL	<hr/> 109

ELECTRO-OPTICS AND OPTICS COMPRISE THE LARGEST NUMBER OF PROJECTS, 26,  
AND MICROWAVE DEVICES AND TRAVELING WAVE TUBES ARE ADDRESSED IN 21 PROJECTS.  
COMPONENTS AND PACKAGING - INCLUDING UNIVERSALLY USED PRINTED CIRCUITS -  
ARE ALSO ADDRESSED IN 21.

SEMICONDUCTORS AND INTEGRATED CIRCUITS WILL BE WORKED ON IN 16 PROJECTS.  
ELECTRONICS COMPUTER AIDED DESIGN AND MANUFACTURE WILL ALSO BE STUDIED  
IN 16 PROJECTS.

THE SMALLEST AREA IS HYBRID CIRCUIT WITH 9 PROJECTS.

### TECHNICAL AREAS IN ELECTRONICS

AREA	NO OF PROJECTS	COST IN MILLIONS
COMPONENTS AND PACKAGING	21	\$18.6
MICROWAVE DEVICES	21	14.9
SEMICONDUCTORS AND ICS	16	12.2
ELECTRONICS CAD/CAM	16	11.4
ELECTRO-OPTICS	26	11.0
HYBRID CIRCUITS	9	6.2
TOTAL	109	\$74.3

SHOWN HERE ARE THE FUNDING LEVELS BY TECHNICAL AREA; NOTE THAT COMPONENTS AND PACKAGING HAS THE HIGHEST FUNDING, CHIEFLY BECAUSE OF AIR FORCE EFFORT ON ADVANCED TECHNOLOGY FOR CIRCUIT BOARDS.

THE HEAVY EMPHASIS IN MICROWAVE INTEGRATED CIRCUITS DROVE UP THE MICROWAVE DEVICES AREA.

THE NEXT THREE AREAS SHOW ALMOST EQUAL PROJECTIONS, WHILE HYBRID CIRCUITS ARE PROJECTED AT HALF THAT AMOUNT.

**FY82 BUDGETED ELECTRONICS AND  
ELECTRO-OPTICS PROJECTS**

**NUMBER OF PROJECTS**

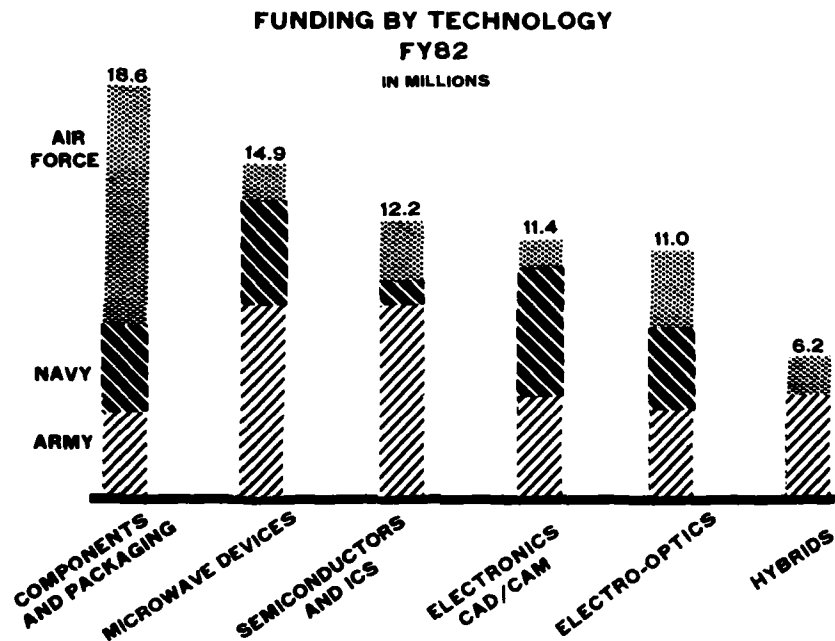
<b>TECHNICAL AREA *</b>	<b>ARMY</b>	<b>NAVY</b>	<b>AIR FORCE</b>	<b>TOTAL</b>
<b>ELECTRO-OPTICS</b>	<b>15</b>	<b>7</b>	<b>4</b>	<b>26</b>
<b>MICROWAVE DEVICES</b>	<b>9</b>	<b>9</b>	<b>3</b>	<b>21</b>
<b>COMPONENTS/PACKAGING</b>	<b>8</b>	<b>3</b>	<b>10</b>	<b>21</b>
<b>SEMICONDUCTORS/ICS</b>	<b>10</b>	<b>1</b>	<b>5</b>	<b>16</b>
<b>ELECTRONICS CAD/CAM</b>	<b>9</b>	<b>5</b>	<b>2</b>	<b>16</b>
<b>HYBRIDS</b>	<b>7</b>	<b>0</b>	<b>2</b>	<b>9</b>
<b>TOTAL</b>	<b>58</b>	<b>25</b>	<b>26</b>	<b>109</b>

\* THERE IS SOME OVERLAP BETWEEN TECHNICAL AREAS.

HERE IS SHOWN A BREAKDOWN OF PROJECTS BY SERVICE.

ELECTRO-OPTICS INCLUDES A LARGE NUMBER OF ARMY AND NAVY PROJECTS,  
AS DO MICROWAVE DEVICES, ELECTRONICS CAD/CAM AND HYBRID CIRCUITS.

ON THE OTHER HAND, COMPONENTS AND PACKAGING, AND SEMICONDUCTORS  
ARE OF STRONG INTEREST TO ARMY AND AIR FORCE.



FUNDING LEVELS FOR EACH OF THE TECHNICAL AREAS ARE SHOWN HERE GRAPHICALLY. ARMY FUNDING IS SHOWN IN THE LOWER PART OF EACH BAR, AIR FORCE FUNDING IN THE UPPER PART, AND NAVY IN-BETWEEN.

COMPONENTS AND PACKAGING COMPRISES THE LARGEST SEGMENT OF THE PROGRAM, ALMOST 19 MILLION DOLLARS WORTH. MICROWAVE DEVICES AND TWTS IS NEXT WITH 15 MILLION DOLLARS, SEMICONDUCTORS WITH 12 MILLION, ELECTRONICS CAD/CAM WITH 11 MILLION, ELECTRO-OPTICS ALSO 11 MILLION, AND HYBRIDS 6 MILLION DOLLARS.

### TECHNICAL TRENDS IN ELECTRONICS

AREA	NO OF PROJECTS		COST IN MILLIONS	
	FY81	FY82	FY81	FY82
COMPONENTS AND PACKAGING	30	21	\$ 11.5	\$18.6
MICROWAVE DEVICES	28	21	17.4	14.9
SEMICONDUCTORS AND ICS	25	16	14.6	12.2
ELECTRONICS CAD/CAM	12	16	8.0	11.4
ELECTRO-OPTICS	50	26	24.5	11.0
HYBRID CIRCUITS	10	9	4.3	6.2
TOTAL	155	109	\$80.3	\$74.3

A GENERAL DOWN-TURN HAS BEEN NOTED IN THE MMT PROGRAM THIS YEAR. THE NUMBER OF PROJECTS ASSIGNED TO THE SIX TECHNICAL AREAS DROPPED FROM 155 TO 109 AND THE DOLLAR AMOUNTS FROM \$80 MILLION TO \$74 MILLION. NOTE THAT THESE ARE PROJECT ASSIGNMENT NUMBERS AND NOT ACTUAL DOLLARS.

ACTUALLY, THE DROP IN NUMBER OF PROJECTS FROM 163 TO 83 AND THE FUNDING FROM \$64 MILLION TO \$52 MILLION (SHOWN ON CHART 3) IS NOT QUITE SO DRASTIC. THE \$52 MILLION STILL LEAVES US A SIZABLE PROGRAM.

AD-A105 209

DEPARTMENT OF DEFENSE WASHINGTON DC  
PROCEEDINGS OF THE ANNUAL TRI-SERVICE MANUFACTURING TECHNOLOGY --ETC(U)  
OCT 80

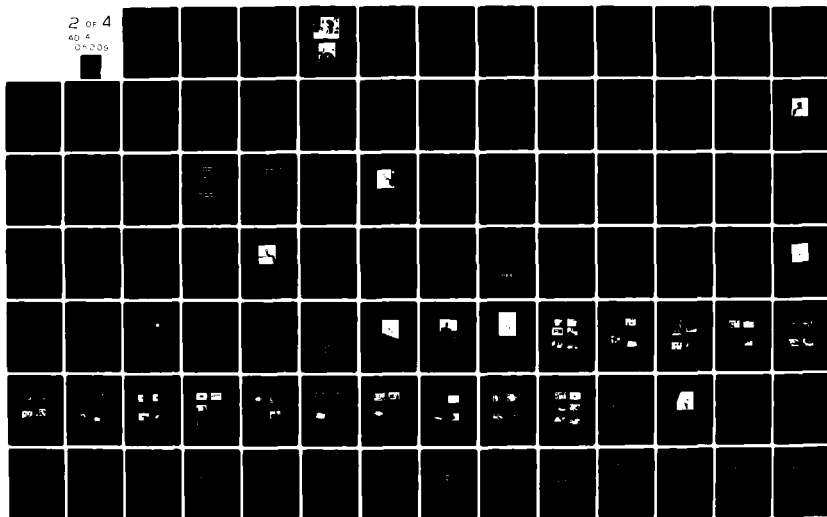
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**FY82 BUDGETED ELECTRONICS AND  
ELECTRO-OPTICS PROJECTS  
\$ MILLION**

<b>TECHNICAL AREA *</b>	<b>ARMY</b>	<b>NAVY</b>	<b>AIR FORCE</b>	<b>TOTAL</b>
<b>COMPONENTS AND PACKAGING</b>	<b>\$ 3.8</b>	<b>\$ 3.7</b>	<b>\$11.1</b>	<b>\$18.6</b>
<b>MICROWAVE DEVICES</b>	<b>8.4</b>	<b>4.7</b>	<b>1.8</b>	<b>14.9</b>
<b>SEMICONDUCTORS AND ICS</b>	<b>8.6</b>	<b>0.9</b>	<b>2.7</b>	<b>12.2</b>
<b>ELECTRONICS CAD/CAM</b>	<b>4.4</b>	<b>6.1</b>	<b>0.9</b>	<b>11.4</b>
<b>ELECTRO-OPTICS</b>	<b>6.4</b>	<b>2.8</b>	<b>1.8</b>	<b>11.0</b>
<b>HYBRID</b>	<b>4.5</b>	<b>0</b>	<b>1.7</b>	<b>6.2</b>
<b>TOTAL</b>	<b>\$36.1</b>	<b>\$18.2</b>	<b>\$20.0</b>	<b>\$74.3</b>

**\* THERE IS SOME OVERLAP BETWEEN TECHNICAL AREAS.**

TAKE A CLOSER LOOK AT THE EMPHASIS PLACED ON THESE AREAS BY THE THREE SERVICES.

AIR FORCE HAS THE BULK OF THE WORK IN COMPONENTS AND PACKAGING WITH ITS BROAD INITIATIVE IN CIRCUIT BOARDS.

IN MICROWAVE DEVICES THE ARMY HAS A LITTLE LESS THAN HALF THE PROGRAM, AND NAVY IS HEAVILY INTERESTED IN TWTs.

ARMY HAS MOST OF THE WORK IN SEMICONDUCTORS AND ICS.

NAVY AND ARMY HAVE SIZABLE PROGRAMS IN ELECTRONICS CAD/CAM.

ARMY AND NAVY ARE INTERESTED IN ELECTRO-OPTICS, AND ARMY AND AIR FORCE HAVE WORK IN HYBRID CIRCUITS.

NOW THAT YOU HAVE A FEEL FOR THE RELATIVE BALANCE IN THE PROGRAM, LET'S TAKE A LOOK AT HOW THE SERVICES COORDINATE ALL THIS NEW WORK.

# **PROJECT COORDINATION MEETING**

## **● 23-26 SEPTEMBER MEETING**

### **● REVIEW COMMITTEE**

- AIR FORCE MAN-TECH ENGINEERS**
- NAVY SYSCOM AND CENTER REPS.**
- ARMY SUB-COMMAND REPRESENTATIVES**
- INDUSTRY MAN-TECH MANAGERS & VPS**

DURING THE LAST WEEK IN SEPTEMBER, THE COORDINATION REVIEW WAS HELD IN DENVER. THE REVIEW COMMITTEE CONSISTED OF ENGINEERS FROM AIR FORCE'S MAN TECH OFFICE, FROM THREE NAVY COMMANDS AND FOUR CENTERS, AND FROM FOUR ARMY SUBCOMMANDS AND THREE LABS.

ON THE THIRD DAY, THE GROUP HELD A JOINT MEETING WITH THIRTY ELECTRONICS INDUSTRY ASSOCIATION REPRESENTATIVES --MANUFACTURING TECHNOLOGY MANAGERS AND COMPANY VICE-PRESIDENTS. WORKING GROUP CHAIRMEN DESCRIBED THEIR PROGRAMS AND NAMED CONTACT POINTS FOR THE DIFFERENT TECHNICAL AREAS.

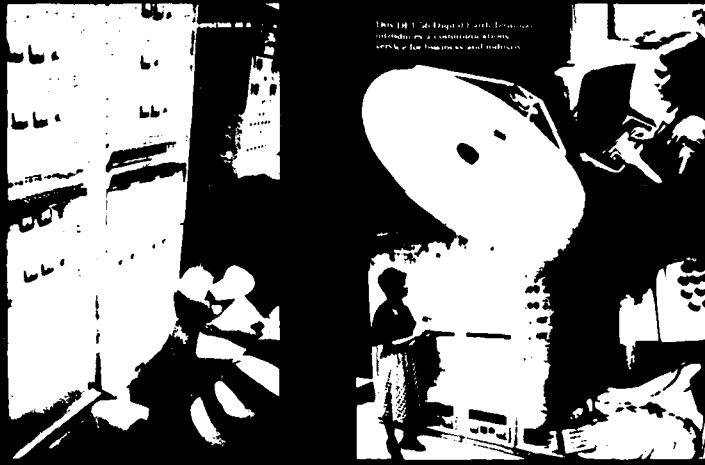
AIR FORCE DESCRIBED ITS NEW EMPHASIS ON TECHNOLOGY MODERNIZATION AT SELECTED AIRCRAFT MANUFACTURING PLANTS. TRI-SERVICE CONTRACTING EFFORT IN ELECTRONIC CAD/CAM WAS DESCRIBED BY ARMY MANAGERS WITH CONSIDERABLE INDUSTRY INTEREST.



## **ADVANCED TECHNOLOGY TOURS**

<b>1976</b>	<b>BELL LABS</b>	<b>HOLMDEL, NJ</b>
<b>1977</b>	<b>HONEYWELL</b>	<b>MINNEAPOLIS</b>
<b>1978</b>	<b>CONTROL DATA</b>	<b>MINNEAPOLIS</b>
<b>1979</b>	<b>SCIENTIFIC ATLANTA</b>	<b>ATLANTA</b>
<b>1980</b>	<b>HONEYWELL</b>	<b>DENVER</b>

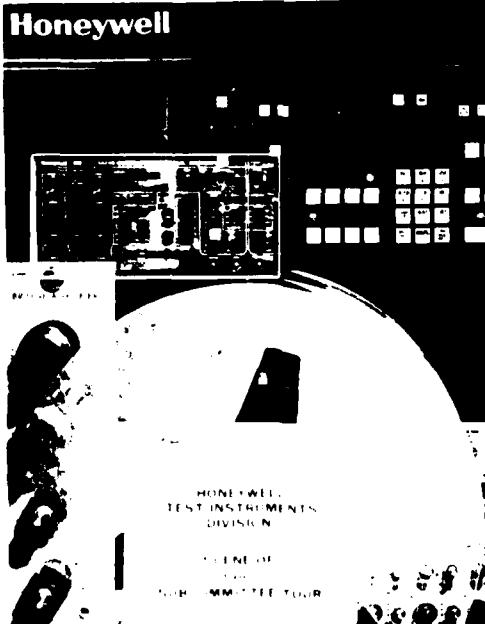
FOUR YEARS AGO, THE COMMITTEE TOURED BELL LABS' FACILITY AND SAW NEW DEVELOPMENTS IN FIBER OPTICS, WAVE GUIDES, AND SOLID STATE CENTRAL OFFICE EQUIPMENT. THREE YEARS AGO, THE COMMITTEE VIEWED AUTOMATED FUZE PRODUCTION, IN-PROCESS TESTING, AND ASSEMBLY OF LASER GYROS AND HEADS UP DISPLAYS AT HONEYWELL. TWO YEARS AGO THEY SAW SEMICONDUCTOR DIFFUSION, CHARGE COUPLE DEVICE AND BUBBLE FILM MEMORY MANUFACTURE AT CONTROL DATA. LAST YEAR THEY OBSERVED SATELLITE EARTH STATION COMMUNICATIONS EQUIPMENT, HIGH FREQUENCY ELECTRONICS, AND ANTENNAS BEING BUILT. THIS YEAR THE COMMITTEE SAW TEST AND RECORDING INSTRUMENTATION BEING ASSEMBLED AND RECEIVED A PREVIEW OF HONEYWELL'S NEW AUTOMATED CIRCUIT BOARD ASSEMBLY FACILITY. SAMPLE BOARDS WERE OBSERVED BEING CHECKED OUT ON A COMPUTERIZED TESTER.



This D-1 Satellite Dish Antenna is being moved by a crane at the Georgia Tech. site, introducing a continuous stream of service for business and industry.

**TOUR GEORGIA TECH.  
AND SCIENTIFIC ATLANTA  
MTAG 79**

**Honeywell**



**HONEYWELL  
TEST INSTRUMENTS  
DIVISION**

**LINE OF  
TECHNICAL  
COMMITTEE TOUR**

	ACTIVITY	INDIVIDUAL		ACTIVITY	INDIVIDUAL
ARMY	MT OFFICE	MR. FREDERICK MICHEL	AIR FORCE	AFWAL	MAJ JOHN ERBACHER
	NSA	MR. CHARLES MC BURNEY		AFWAL	MR. DONALD KNAPKE
	NSA	MR. STEPHEN YEDMAR		AFWAL	MR. JACK GARRETT
	ARRADCOM	MR. NATHANIEL SCOTT		AFWAL	MR. HOWARD STEARNS
	ERADCOM	MR. JOHN TETTI		AFWAL	MR. JOHN CRIST
	ERADCOM	MR. JOSEPH KEY			
	ERADCOM	DR. HERBERT NETTE	NAVY	NAVSTAT	LIEUT. WILLIAM SAFER
	ERADCOM	MR. LOTHAR WANDINGER		NAVSTAT	MR. OSCAR WILKER
	ERADCOM	MR. LOUIS JASPER		NAVELEX	MR. RAYMOND HILL
	CORADCOM	BURT REBENC		NAVELEX	MR. CARL RIGDON
	CORADCOM	MR. AL FEDDELER		NAVAIR	MR. GEORGE CUDD
	CORADCOM	MR. JAMES KELLY		NOBC	MR. RICHARD GAMBLE
	NSRADCOM	MR. GORDON LITTLE		NOBC	MR. OLOF LINDBERG
	NVL	MR. SHELDON KRAMER		NOBC	MR. PATRICK REAVES
	NOL	MR. JULIUS HOWE		NOBC	MR. JUAN TROY
				NOBC	MR. ROBERT UNGER
				RAC	MR. LARRY HALSHG
				NSC	DR. WILLARD WEBSTER
				NSC	MR. EARL RIGGS
				NSC	DR. AARON ZUTKOFF
				NRL	MR. MANUEL PABLO

HERE'S A CLOSER LOOK AT THE ACTIVITIES REPRESENTED AND THE INDIVIDUALS PARTICIPATING. THESE EXPERTS SPENT FOUR HALF-DAYS REVIEWING THE PROGRAM. ALMOST EVERY ORGANIZATION SUBMITTING ELECTRONICS PROJECTS WAS REPRESENTED.

HERE'S THE REVIEW PROCEDURE THEY USED.

## **PREVIEW PROCEDURES**

### **● PRE-REVIEW**

**PROJECTS ARE DIVIDED BY TECHNICAL AREA, SENT TO WORKING GROUP MEMBERS AND STUDIED PRIOR TO THE MEETING.**

### **● REVIEW**

**MEMBERS GROUP BY AREA OF EXPERTISE, REVIEW PROJECTS, PROVIDE BACKGROUND AND COORDINATION CONTACTS, INDICATE ACCEPTANCE OR REJECTION OF PROJECT.**

### **● POST-REVIEW**

**WORKING GROUP CHAIRMEN FORMALIZE THEIR RECOMMENDATIONS AND ENSURE COORDINATION.**

THE PROCEDURE CONSISTED OF THREE PARTS: PRE-REVIEW, THE ACTUAL COORDINATION REVIEW, AND POST-REVIEW. AS SOON AS THE PROJECTS OR BOOKS WERE AVAILABLE FROM THE SERVICES, THE ELECTRONICS PAGES WERE REMOVED AND ASSIGNED TO ONE OR MORE OF SIX TECHNICAL AREAS. THEY WERE REPRODUCED AND SENT TO WORKING GROUP MEMBERS WHO CHECKED THEM PRIOR TO THE MEETING.

AT THE COORDINATION REVIEW, MEMBERS JOINED THEIR WORKING GROUP AND DISCUSSED THE PROJECT PROPOSALS. THEY WROTE BRIEF SUMMARIES OF THE WORK AND PROVIDED BACKGROUND INFORMATION ON THE PROJECTS THEY WERE FAMILIAR WITH. THEY IDENTIFIED THE PROCESSES, MATERIALS, AND END ITEMS TO BE BUILT. THEY ALSO PROVIDED CONTACT POINTS FOR COORDINATION PURPOSES.

FOLLOWING THE REVIEW, WORKING GROUP CHAIRMEN FORMALIZED THEIR REPORTS AND FOLLOWED THRU ON COORDINATION ACTIONS. IT IS THE RESPONSIBILITY OF THE WORKING GROUP CHAIRMEN TO INSURE COORDINATION OF THE PROJECTS, AND TO RECOMMEND CONSOLIDATION, REDIRECTION OR DROPPING OF OVERLAPPING EFFORTS, AND TO REPORT THESE ACTIONS TO THE FULL SUBCOMMITTEE.

ULTIMATELY, IT IS UP TO THE MANUFACTURING TECHNOLOGY OFFICES TO WITHHOLD FUNDING FROM UNWORTHY PROPOSALS.

## FY82 COORDINATION SCHEDULES:

### TUESDAY 23 SEPT.

Time	Room	Event	Project
8:30	Room 1	Continental Breakfast	
9:00	Room 1	Registration	
9:30	Room 1	General Session: Working Group Chairman Presentations	
10:00	Room 1	Distribution of Papers to Working Groups	
10:30	Room 1	Luncheon at the Rotunda	
11:00	Room 1	Continental Army Status Update Program	11
11:30	Room 2	Continental Army Status Update: CACI-CAL Program	8
12:00	Room 2	Continental Army Status Update: Planning Program	8
13:00	Room 1	Continental Army Status Update Program	8
13:30	Room 2	Continental Army Status Update: CACI-CAL Program	10
14:00	Room 2	Continental Army Status Update: Planning Program	7
15:00	Room 1	Continental Army Status Update Program	
15:30	Room 1	Cash Bar Reception	
16:00	Room 1	Dinner at the Rotunda	

### WEDNESDAY 24 SEPT.

Time	Room	Event	Project
8:30	Room 1	Continental Breakfast	
9:00	Room 1	Continental Army Status Update Program	8
9:30	Room 2	Continental Army Status Update: CACI-CAL Program	8
10:00	Room 2	Continental Army Status Update: Planning Program	10
11:00	Room 1	Continental Army Status Update Program	10
11:30	Room 2	Continental Army Status Update: CACI-CAL Program	7
12:00	Room 2	Continental Army Status Update: Planning Program	7
13:00	Room 1	Luncheon at the Rotunda	

### THU WEDNESDAY 24 SEPT.

Time	Room	Event	Project
8:30	Room 1	Continental Breakfast	
9:00	Room 1	Continental Army Status Update Program	8
9:30	Room 2	Continental Army Status Update: CACI-CAL Program	8
10:00	Room 2	Continental Army Status Update: Planning Program	10
11:00	Room 1	Continental Army Status Update Program	10
11:30	Room 2	Continental Army Status Update: CACI-CAL Program	7
12:00	Room 2	Continental Army Status Update: Planning Program	7
13:00	Room 1	Luncheon at the Rotunda	
14:00	Room 1	Cash Bar Reception	
15:00	Room 1	Dinner at the Rotunda	

THE CHARTS SHOW THE BUSY COORDINATION ACTIVITIES OF THE SUBCOMMITTEE. THE FIRST DAY SAW THE WORKING GROUP CHAIRMEN PRESENTATIONS IN WHICH THEY DETAILED THEIR RECENT COORDINATION ACTIVITIES. ARMY PROJECTS WERE REVIEWED IN THREE SIMULTANEOUS SESSIONS AND THEN IN THREE OTHER SIMULTANEOUS SESSIONS.

THE SECOND DAY SAW THE REVIEW OF AIR FORCE PROJECTS IN THREE TECHNICAL AREAS, AND LATER IN THREE OTHER AREAS. THIS WAS DONE SO THAT EACH INDIVIDUAL COULD COVER TWO AREAS.

THE AFTERNOON COVERED REVIEW OF NAVY PROJECTS AND THE PREPARATION OF WORKING GROUP PRESENTATIONS TO THE INDUSTRY REPRESENTATIVES ON THE FOLLOWING DAY.

## **ELECTRONICS WORKING GROUPS**

- **ELECTRO-OPTICS AND OPTICS**  
MR. MANUEL PABLO, PHYSICIST, NRL
- **TRAVELING WAVE TUBES AND MICROWAVE DEVICES**  
DR. WILBUR WATSON, HEAD OF MICROWAVE DEVICES DIVISION, NOSC
- **SEMICONDUCTORS AND INTEGRATED CIRCUITS**  
MR. OLOF H. LINDBERG, ELECTRONICS ENGINEER, NOSC
- **COMPONENTS AND PACKAGING**  
MR. GORDON LITTLE, SUPERVISOR ELECTRONICS ENGR, MICOM
- **ELECTRONICS CAD/CAM**  
MR. FREDERICK MICHEL, ARMY MANUFACTURING TECHNOLOGY OFFICE.
- **HYBRID CIRCUIT**  
DR. VICTOR RUWE, CHIEF, MICROELECTRONICS DEVELOPMENT LAB. MICOM

THE MANAGEMENT CONCEPT USED BY THE SUBCOMMITTEE IS TO EMPLOY CAPABLE INDIVIDUALS TO MONITOR AND COORDINATE THE TECHNICAL AREAS WITHIN THE ELECTRONICS AND OPTICS PROGRAM.

THE ELECTRO-OPTICS WORKING GROUP IS CHAIRED BY MR. MANUEL PABLO OF NAVAL RESEARCH LABS, WASHINGTON.

THE COMPONENTS AND PACKAGING WORKING GROUP CHAIRMAN IS MR. GORDON LITTLE OF THE ARMY MISSILE COMMAND.

THE SEMICONDUCTORS AND INTEGRATED CIRCUITS WORKING GROUP CHAIRMAN, MR. OLOF LINDBERG, IS FROM THE NAVAL OCEAN SYSTEMS CENTER AND IS ALSO HEAVILY INVOLVED IN THE VHSI PROGRAM.

THE MICROWAVE DEVICES WORKING GROUP CHAIRMAN IS DR. WIL WATSON, ALSO FROM THE NAVAL OCEAN SYSTEMS CENTER WHERE HE MANAGES THE NAVY'S MICROWAVE R&D PROGRAM.

THE HYBRID CIRCUITS WORKING GROUP CHAIRMAN IS DR. VICTOR RUWE OF THE ARMY MISSILE COMMAND WHERE HE MANAGES THE MICROELECTRONICS LAB.

THE CHAIRMAN OF THE ELECTRONICS CAD/CAM INTERFACE GROUP IS MR. FREDERICK MICHEL OF ARMY'S OFFICE OF MANUFACTURING TECHNOLOGY.

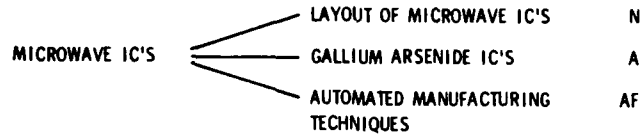
<u>TECHNICAL AREA</u>	<u>PROJECTS ASSIGNED</u>	<u>DOLLAR VALUE ASSIGNED</u>	<u>PROJECTS REVIEWED</u>	<u>DOLLAR VALUE REVIEWED</u>
COMPONENTS & PACKAGING	21	\$18,476K	21	\$18,476K
ELECTRO-OPTICS	20	9,824	26	10,938
ELECTRONICS CAD/CAM	14	10,820	16	11,370
HYBRID CIRCUITS	8	4,911	9	6,150
MICROWAVE DEVICE	24	18,581	21	14,882
SEMICONDUCTORS & IC'S	19	14,050	16	12,133

HERE'S A SCORECARD I LIKE TO KEEP. IT RELATES THE NUMBER OF PROJECTS ASSIGNED TO THE VARIOUS WORKING GROUPS AND THE NUMBER ACTUALLY REVIEWED. SOME DILIGENT GROUPS PICK UP PROJECTS FROM THEIR MEMBERS OR FROM OTHER GROUPS. NOTE THAT THE ELECTRO-OPTICS TEAM COORDINATED SIX ADDITIONAL PROJECTS, PROBABLY CARRIED TO THE REVIEW SESSION BY WORKING GROUP MEMBERS.

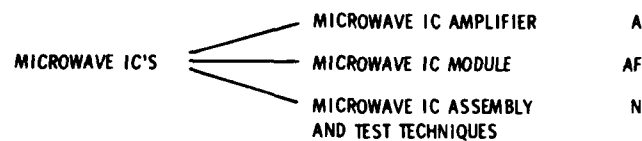
OTHERS LIKE MICROWAVES OR SEMICONDUCTORS FELT THEY DIDN'T HAVE THE EXPERTISE TO FULLY REVIEW OR COORDINATE THE WORK OR FELT THE PROPOSALS WERE MISASSIGNED. THESE ARE THE REASONS OUR TOTALS AREN'T ALWAYS IDENTICAL.

## AREAS OF TRI-SERVICE INTEREST

### ● IN SEMICONDUCTORS:



### ● IN MICROWAVE DEVICES:



## AREAS OF TRI-SERVICE INTEREST

IN COMPONENTS AND PACKAGING, MUNDANE PRINTED CIRCUIT BOARD MANUFACTURE AND ASSEMBLY ARE FINALLY GETTING THE ATTENTION THEY DESERVE. ARMY IS WORKING ON MULTILAYER CIRCUIT BOARD MATERIALS, LAMINATING PROCESSES AND ALIGNMENT TECHNIQUES FOR FINE LINE DIGITAL BOARDS. AIR FORCE IS OPTIMIZING PRINTED WIRING BOARD MANUFACTURING PROCESS CONTROLS AND ASSEMBLY OPERATIONS, AND NAVY WILL ESTABLISH AUTOMATED PROCESSES FOR FABRICATING MICROWAVE CIRCUIT BOARDS.

IN ELECTRONICS COMPUTER AIDED DESIGN AND MANUFACTURE, THE THREE SERVICES ARE SUPPORTING THE ECAM PROJECT BEING CONTRACTED BY MICOM. ARMY'S PROJECT CONCENTRATES ON ASSEMBLIES SUCH AS HYBRIDS AND INTEGRATED CIRCUITS, AIR FORCE WILL SUPPORT THE PROGRAM DEFINITION PHASE, AND NAVY WILL WORK ON CIRCUIT ASSEMBLIES FOR SONOBUOYS AND ON THEIR ELECTRICAL ALIGNMENT.

## AREAS OF TRI-SERVICE INTEREST (CONT.)

IN SEMICONDUCTORS, THE THREE SERVICES ARE AGAIN IN FY82 INTERESTED IN MICROWAVE INTEGRATED CIRCUITS. ARMY WILL AUTOMATE MANY OF THE PROCESSES FOR FABRICATING A 4-36 GHZ AMPLIFIER IN SEMI-INSULATING GALLIUM ARSENIDE. NAVY WILL CONCENTRATE ON LAYOUT OF A FAMILY OF FUNCTIONS TO BE DESIGNED INTO CUSTOM MICROWAVE IC'S. AIR FORCE WILL BE LOOKING AT A WHOLE RANGE OF AUTOMATED PROCESSES FOR MANUFACTURING ELECTRONIC WARFARE MODULES.

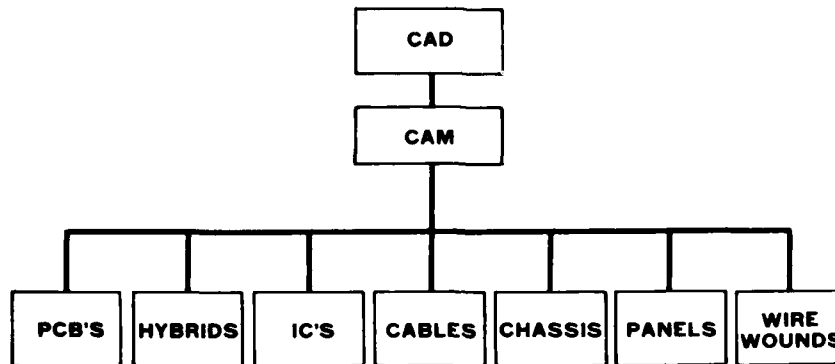
IN MICROWAVE DEVICES, THE EMPHASIS IS ON HIGH FREQUENCY MODULE MANUFACTURE WHILE IN THE SEMICONDUCTOR AREA NOTED ABOVE, THE EMPHASIS IS ON SEMICONDUCTOR PROCESSES. IN THE MICROWAVE IC WORK DESCRIBED HERE, ARMY IS CONCENTRATING ON AUTOMATED FABRICATION OF A SMALL, HIGH FREQUENCY AMPLIFIER FOR MODULAR COMMUNICATIONS AND NAVIGATION SYSTEMS. AIR FORCE WILL PRODUCTION ENGINEER A MICROWAVE MODULE FOR AN ADVANCED MISSILE, WHILE NAVY WILL WORK ON BOTH ASSEMBLY AND TEST TECHNIQUES. THESE THREE PROJECTS ARE BEING COORDINATED CLOSELY TO INSURE MAXIMUM CROSS-FERTILIZATION OF CONCEPTS AND PRODUCTION PROCESSES.



## ECAM

IN ELECTRONICS COMPUTER AIDED DESIGN AND MANUFACTURE, MAJOR EMPHASIS IS ON THE TRI-SERVICE PROGRAMS TO APPLY COMPUTER ASSISTED DESIGN AND COMPUTER ASSISTED MANUFACTURE TO THE PRODUCTION OF SEVEN TYPES OF ELECTRONICS COMPONENTS. DURING THE FIRST YEAR A CONSORTIUM WILL STUDY CAD/CAM OF PRINTED CIRCUIT BOARDS, HYBRID CIRCUITS, SEMICONDUCTOR INTEGRATED CIRCUITS, CABLES AND HARNESSSES, CHASSIS, PANELS AND COVERS, AND WIRE WOUND ITEMS.

FY80 AND 81 ARE FUNDING THE DEVELOPMENT OF A MASTER PLAN; FY82 WILL ADDRESS THE DISCRETE PROJECTS ABOVE, AND SUBSEQUENT YEARS WILL FILL IN THE VOIDS IN THE PLAN. HOW MUCH IS DONE WILL BE DETERMINED BY THE TRI-SERVICE SUPPORT THIS PROGRAM RECEIVES.



## AREAS OF MUTUAL INTEREST

### ● IN ELECTRO-OPTICS:

OPTICAL SURFACING	COMPUTERIZED PITCH BUTTONING & BLOCKING	A
	HIGH SPEED POLISHING & COMPUTERIZED TESTING DIAMOND TURNING	N
FIBER OPTICS	FIBER OPTIC LINKS	AF
	SHIPBOARD INSTALLATION PROCESSES	N
NEODINIUM YAG LASER RODS	AUTOMATED ROD MODULE ASSEMBLY	A
	AUTOMATED ROD TESTING	N
MERCURY-CADMIUM-TELLURIDE	ARRAYS	AF
	QUADRANT DETECTORS	A
INFRARED DETECTORS	DIODE ARRAYS	AF
	DETECTORS	A

THERE ARE A NUMBER OF AREAS WHERE TWO SERVICES HAVE AN INTEREST; THEY ARE WORKING JOINTLY ON EFFORTS THAT PERMIT. THESE ARE THE AREAS IN FY82:

IN ELECTRO-OPTICS, ARMY AND NAVY WILL WORK ON OPTICAL SURFACING; ARMY WILL APPLY COMPUTER TECHNIQUES TO PITCH BUTTONING AND BLOCKING OPERATIONS, WHILE NAVY WILL CONCENTRATE ON HIGH SPEED POLISHING, COMPUTERIZED TESTING, AND DIAMOND TURNING.

IN FIBER-OPTICS, AIR FORCE WILL WORK ON FIBER OPTICS LINKS WHILE NAVY IS WORKING ON SHIPBOARD APPLICATIONS.

IN LASER RODS, ARMY IS INTERESTED IN THE STEPS USED IN NEODINIUM YAG ROD MODULE ASSEMBLY, WHILE NAVY WILL WORK ON AUTOMATED ROD TESTING.

AIR FORCE HAS BEEN WORKING ON MERCURY-CADMIUM-TELLURIDE MATERIAL AND DIODE ARRAYS FOR A NUMBER OF YEARS WHILE ARMY HAS BEEN DEVELOPING SECOND AND THIRD SOURCES FOR THIS MATERIAL AT HUGHES AND HONEYWELL. IN FY82 ARMY WILL WORK ON QUADRANT DETECTORS FOR THE SAME MATERIAL.

IN INFRARED DETECTORS MADE OF SILICON, AIR FORCE WILL WORK ON DIODE ARRAYS AND ARMY ON MORE SIMPLE DETECTORS.

## AREAS OF MUTUAL INTEREST

● **IN HYBRID CIRCUITS: NONE**

● **IN COMPONENTS AND PACKAGING:**

CRYSTAL OSCILLATOR	STRESS COMPENSATED OSCILLATOR	AF
	TEMPERATURE COMPENSATED MICROPROCESSOR	A

● **IN MICROWAVE DEVICES:**

MILLIMETER WAVE SEEKERS	PIN DIODE	A
	IMPATT DIODE	A
	IMPATT DIODE	AF

IN HYBRID CIRCUITS, THE SERVICES DO NOT APPEAR TO HAVE ANY PROJECTS OF COMMON INTEREST THIS YEAR. DOESN'T THIS INDICATE STRONG COORDINATION?

IN COMPONENTS AND PACKAGING, THERE IS ONLY ONE AREA OF MUTUAL INTEREST AND THAT IS CRYSTAL OSCILLATORS. AIR FORCE WILL DEVELOP AUTOMATED PROCEDURES FOR BUILDING AND TESTING STRESS COMPENSATED OSCILLATORS, AND ARMY WILL AUTOMATE EQUIPMENT FOR PROGRAMMING A MICROPROCESSOR TO COMPENSATE AN OSCILLATOR FOR VARIATIONS IN TEMPERATURE. EACH CRYSTAL OSCILLATOR CIRCUIT WILL HAVE ITS OWN COMPENSATION SOFTWARE TAILORED EXACTLY AS NEEDED.

MICROWAVE DEVICES SEES THE ARMY WORKING ON PIN DIODES FOR DETECTORS IN MILLIMETER WAVE SEEKERS. THIS IS A SECOND YEAR EFFORT. ARMY WILL CONCENTRATE ON MOLECULAR BEAM EPITAXY PROCESSES. AIR FORCE'S MILLIMETER WAVE SEEKER PROJECT CONCENTRATES ON THE 94 GHZ IMPATT DIODE. ARMY IS ALSO APPLYING ECOM-PRODUCED IMPATT DIODES TO AN ANTENNA ARRAY FOR A MULTI-ENVIRONMENT SEEKER.

## SUCCESSFUL JOINT EFFORTS

- MILLIMETER WAVE SEEKERS
- MILLIMETER WAVE MIXERS
- TWT AMPLIFIERS
- CO-AXIAL MAGNETRONS
- HIGH PURITY SILICON
- AUTOMATED CRYSTAL DRAWING
- LITHIUM BATTERIES
- CERAMIC CHIP CARRIER
- RING LASER GYRO

HERE ARE SOME OF THE AREAS WHERE JOINT EFFORTS RESULTED FROM PRIOR YEAR COORDINATION.

AIR FORCE AND ARMY WILL CONTRACT WITH A FIRM TO DEVELOP PRODUCTION METHODS FOR MILLIMETER WAVE SEEKERS, AND WITH ANOTHER FIRM FOR MILLIMETER WAVE MIXERS.

AIR FORCE AND NAVY WORKED ON TRAVELING WAVE TUBE AMPLIFIERS; NAVY RAN THE CONTRACT WITH HUGHES. NAVY ALSO CONTRACTED FOR WORK ON COAXIAL MAGNETRONS WITH AIR FORCE AND NAVY MONEY.

AIR FORCE AND ARMY RECENTLY COMPLETED A JOINT EFFORT IN HIGH PURITY SILICON AT HUGHES WITH AIR FORCE SUPERVISING THE CONTRACT AND ARMY PROVIDING THE FUNDS. A NEW CONTRACT HAS BEEN LET TO AUTOMATE THE CRYSTAL DRAWING PROCESS TO FURTHER REDUCE THE WAFER PRICE. THE WORK BUILT A BASE IN THE UNITED STATES FOR THIS CRITICAL DETECTOR MATERIAL.

YOU MAY RECALL THE WORK ON LITHIUM BATTERIES. ARMY CONTRACTED TO POWER CONVERSION COMPANY AND AIR FORCE PROVIDED PART OF THE MONEY. LITHIUM BATTERIES ARE NOW IN ADEQUATE SUPPLY.

THE CERAMIC CHIP CARRIER WORK CONTRACTED TO HUGHES, RCA, AND T.I. BY AIR FORCE WITH AIR FORCE AND NAVY FUNDS, HAS BEEN SUCCESSFULLY ADOPTED BY INDUSTRY. CHIP CARRIERS HAVE BECOME A STANDARD PACKAGING METHOD.

# **PROJECTS DROPPED AFTER COORDINATION**

<b>ARMY</b>	<b>E 81 3772 INTEGRATED POWER SWITCH</b>	<b>\$ 358K</b>
<b>NAVY</b>	<b>DNE 0057 AUTOMATED OPTICAL INSPECTION OF PRINTED CIRCUIT BOARDS</b>	<b>1,200</b>
	<b>DNE 0154 METAL OPTICS ELECTRO-POLISHING</b>	<b>280</b>
	<b>DNE 0133 HIGH SPEED OPTICAL SURFACING</b>	<b>1,200</b>
	<b>DNE 0134 RF PACKAGING WITH PLASTIC ENCLOSURES</b>	<b>—</b>
	<b>DNS 0580 MULTI-WIRE CIRCUIT BOARD</b>	<b>375</b>
	<b>DNE 0000 BROADBAND IR SOURCE</b>	<b>—</b>
<b>AIR FORCE</b>	<b>02E 602- MILLIMETER WAVE SEEKER 1B085250 (94 GHZ DIODES)</b>	<b>\$ 300</b>

THIS LIST OF PROJECTS DROPPED FOLLOWING LAST YEAR'S COORDINATION EFFORT, ALTHOUGH INCOMPLETE, IS IMPRESSIVE.

IT SHOWS THAT 3 TO 4 MILLION DOLLARS WAS REDIRECTED TO MORE PRESSING AREAS OF WORK.

NAVY GETS THE CREDIT FOR BEING MOST ACTIVE IN THE AREA OF PROGRAM REDIRECTION. THIS RESULTED IN PART FROM A \$9 MILLION PROGRAM REDUCTION. BUT KNOWING WHAT PROJECTS TO REDUCE WITHOUT DAMAGING THE OVERALL PROGRAM IS IMPORTANT. MEMBERS OF THE SUBCOMMITTEE WERE ABLE TO PROVIDE THAT REDIRECTION.

## TECHNOLOGY OPPORTUNITIES

- VERY HIGH SPEED INTEGRATED CIRCUITS
- IN-PROCESS CONTROL
- AUTOMATED ASSEMBLY
- OPTICAL INSPECTION
- AUTOMATIC TEST

THE SERVICES HAVEN'T FULLY COVERED THE FIELD OF ELECTRONICS, EVEN WITH EIGHTY-THREE NEW PROJECTS IN FY82. VERY HIGH SPEED INTEGRATED CIRCUIT TECHNOLOGY IS BEING ADDRESSED IN A NUMBER OF R&D PROJECTS, AND WILL SOON REQUIRE PMT WORK, BUT PMT PROPOSALS ARE BEING DEFERRED UNTIL THE R&D SHOWS DEFINITE DIRECTION. THIS IS DELAYING OUR PLANNING EFFORTS.

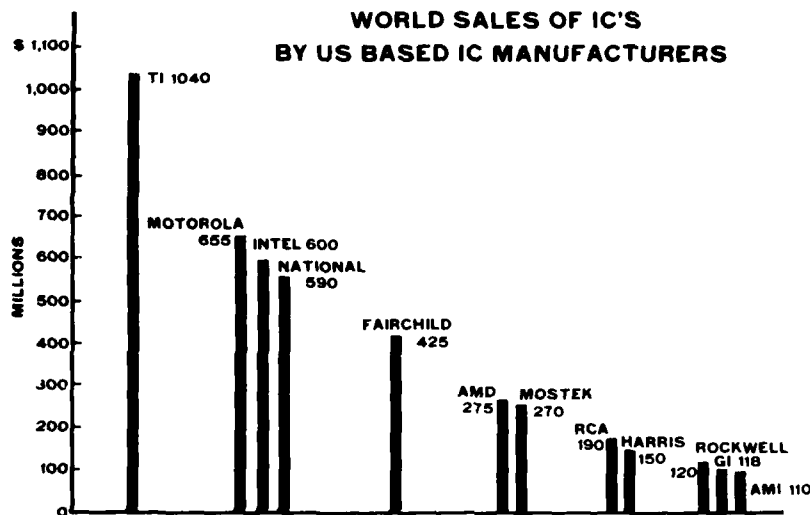
THERE IS NEED FOR MORE IN-PROCESS CONTROL WHERE ACCURATE MONITORING OF PROCESS PARAMETERS CAN GIVE LARGE IMPROVEMENTS IN PRODUCTIVITY. CURRENT WORK SHOWS GOOD RESULTS AND FAST PAYBACK.

AUTOMATED ASSEMBLY SHOULD BE ADDRESSED CONTINUOUSLY; WE HAVE WORKED ON PRINTED CIRCUIT STUFFING AND HYBRID CIRCUIT ASSEMBLY USING CHIP AND FILM CARRIERS. FLEXIBLE ASSEMBLY SHOULD ALSO BE PUSHED.

OPTICAL INSPECTION WAS SPONSORED BY ARMAMENT AND ELECTRONICS COMMANDS AND SYSTEMS ARE ABLE TO CHECK THICK AND THIN FILM CIRCUITS, PRINTED CIRCUITS, OPTICS, BULLET JACKETS AND OTHER ITEMS BUT ADDITIONAL WORK WILL ENHANCE OUR PRODUCTIVITY.

AUTOMATIC TEST IS SUCH A LARGE AREA THAT THE WORK WE HAVE DONE IS ONLY A BEGINNING. THE EQUATE SYSTEM DEVELOPED BY ARMY AND RCA HAS SOLD SOME 50 SYSTEMS, AND NOW A MORE ECONOMICAL SYSTEM WILL BE DEVELOPED.

THE SERVICES ARE ADDRESSING ALL THESE AREAS IN THEIR FUTURE PLANS AND WILL INTERFACE WITH THE TEST AND INSPECTION SUBCOMMITTEE ON THESE LAST TWO.



FROM ICE NEWSLETTER, APRIL 1980

#### SEMICONDUCTOR SHIFTS

WITH THE CAPABILITY OF MICRO-PROCESSORS AND MINI-COMPUTERS BEING CONTINUOUSLY EXTENDED AND THE DEVICES BEING INCORPORATED IN MANY NEW PRODUCTS, SYSTEMS HOUSES HAVE FOUND THEY NEED A CAPTIVE OR IN-HOUSE CAPABILITY TO GET FAST, COOPERATIVE RESPONSE TO THEIR NEEDS. SUBSEQUENTLY, THEY ACQUIRE A SEMICONDUCTOR FIRM HAVING LARGE SCALE INTEGRATION CAPABILITY. THESE ACQUISITIONS MAY BE LEADING TO A REDUCTION OF COMPETITION AND PRODUCTION CAPACITY FOR MILITARY LSI CIRCUITS BECAUSE CAPTIVE HOUSES SELDOM PRODUCE COMPONENTS FOR OUTSIDERS. THERE IS THUS A NEED TO MAINTAIN THE BALANCE BETWEEN DEMAND AND SUPPLY CAPABILITY. THE MITT AND ECAM PROGRAMS CAN BE INSTRUMENTAL IN EXTENDING THE CAPABILITY OF MEDIUM CAPACITY HOUSES TO DEVELOP AND PRODUCE PROTOTYPE CIRCUITS WITH RAPID RESPONSE, AND LATER TO SUPPLY PRODUCTION QUANTITIES.

## **SCARCE AND CRITICAL MATERIALS**

**HYBRIDS**

**GOLD-CONTAINING INKS**

**PRINTED CIRCUITS**

**GOLD-PLATED CONTACTS**

**PACKAGES**

**GOLD-PLATED LEADS**

HYBRID CIRCUITS USE GOLD-CONTAINING INKS, PRINTED CIRCUITS USE GOLD-PLATED CONTACTS, AND MANY COMPONENTS USE GOLD-PLATED LEADS. THUS, GOLD IS IN SUBSTANTIAL DEMAND FOR ELECTRONICS PRODUCTION AND WITH ITS RAPID RISE IN PRICE HAS BECOME SO COSTLY AS TO BE ALMOST PROHIBITIVE. SEVERAL PROJECTS ARE AIMED AT SUBSTITUTES FOR GOLD IN THICK-FILM INKS AND AT NEW PROTECTIVE MATERIALS FOR CIRCUIT BOARDS AND COMPONENT LEADS.



## YEAR-LONG COORDINATION EFFORTS

SEP 79	COORDINATE FY 81 ELECTRONICS PROGRAM
OCT 79	ANNUAL MEETING
FEB 80	THIRD ANNUAL DOD MICROELECTRONICS PLANNING CONFERENCE
FEB 80	GOVERNMENT/INDUSTRY PACKAGING MEETING FOLLOWING IPC MEETING
JAN 80	TWT WORKSHOP FOLLOWING POWER TUBE CONFERENCE
MAR 80	TWT WORKSHOP
AUG 80	DISTRIBUTE PROJECTS
SEP 80	REVIEW AND COORDINATE FY82 PROGRAM
OCT 80	CIRCULATE WORKING GROUP COMMENTS FOR COORDINATION
OCT 80	ANNUAL MEETING
NOV 80	DISTRIBUTE COORDINATION MEETING RESULTS
FEB 81	FOURTH ANNUAL DOD MICROELECTRONICS PLANNING CONFERENCE
FEB 81	GOVERNMENT/INDUSTRY COMPONENTS AND PACKAGING MEETING

COORDINATION DOESN'T TAKE PLACE DURING ONE OR TWO MEETINGS, AND REST DURING THE REMAINDER OF THE YEAR. SOME IMPORTANT ACTIVITY IS GOING ON ALMOST EVERY MONTH.

FOR EXAMPLE, IN ADDITION TO THE COORDINATION MEETING IN SEPTEMBER OF 1979 AND THE ANNUAL MEETING IN OCTOBER '79, THERE WERE SIX WORKING GROUP PLANNING MEETINGS AND THREE CONFERENCES. THEN THE REVIEW AND COORDINATION CYCLE FOR FY82 STARTED IN AUGUST OF THIS YEAR. COMMITTEE COMMENTS ARE BEING CIRCULATED TO TRI-SERVICE REPRESENTATIVES AND WILL BE CORRECTED AND RETURNED AND WILL THEN BE DISTRIBUTED FOR FURTHER COORDINATION. RESULTS OF THIS LAST INTERACTION WILL BE MADE AVAILABLE TO THE MTAG EXECUTIVE COMMITTEE, AND TO THE SENIOR REPRESENTATIVES AT THE COMMANDS AND MANUFACTURING TECHNOLOGY OFFICES.

**A QUOTATION:**

- • • I WAS IMPRESSED BY THE DESIRE OF THE VARIOUS SERVICE REPRESENTATIVES TO SHARE INFORMATIONS FROM THEIR INDIVIDUAL ORGANIZATIONS,
- TO TRULY COORDINATE AND AVOID DUPLICATION WHERE POSSIBLE, AND IN GENERAL
- TO ASSURE MAXIMUM UTILIZATION OF IMPROVED MANUFACTURING TECHNOLOGY THROUGHOUT THE GOVERNMENTAL ORGANIZATIONS INVOLVED.

**MR. DON WILLYARD,  
BENDIX, KANSAS CITY DIV.,  
FOR THE DEPARTMENT OF ENERGY.**

**INDUSTRY INTERFACE**

THE ELECTRONIC INDUSTRIES ASSOCIATION AND THE ELECTRONICS SUBCOMMITTEE INTERACT CLOSELY IN THEIR EVERYDAY OPERATIONS. THE EIA HAS ESTABLISHED TASK TEAMS TO ASSESS TECHNOLOGY IN THE AREAS DEFINED BY THE WORKING GROUPS. THEY HAVE THOROUGHLY REVIEWED THE ENTIRE FY81 PROGRAM AND WILL REPORT TO THIS ASSEMBLY TOMORROW. THEY ALSO HAVE THE EXPERTISE TO ASSES THE STATE-OF-THE-ART IN THESE AREAS AND SUGGEST NEW TECHNOLOGIES THEY FEEL THE SERVICES SHOULD ADDRESS.

**DOE INTERFACE**

THE SUBCOMMITTEE WAS RECENTLY ASSIGNED A DEPARTMENT OF ENERGY INTERFACE ENGINEER IN THE PERSON OF MR. DONALD A. WILLIARD OF THE BENDIX KANSAS CITY DIVISION, AN OPERATING CONTRACTOR FOR DOE IN THIS AREA. MR. WILLIARD PARTICIPATED IN THE 1980 COORDINATION MEETING AT DENVER AND HAD THIS TO SAY ABOUT THE REVIEW: SEE PAGE FACING.

ADPA HAS ALSO ESTABLISHED AN INTERFACE INDIVIDUAL; HE IS MR. G. R. GASCH. SENIOR STAFF MEMBER OF THE PROTOTYPE CENTER AT RAYTHEON'S MISSILE SYSTEMS DIVISION.

**END OF CONTRACT DEMONSTRATIONS  
SCHEDULED FOR 1980**

	ARMY	NAVY	AF
<b>ELECTRONICS &amp; COMMUNICATIONS</b>	17	16	6
<b>AMMUNITION</b>	17	1	
<b>WEAPONS</b>	6	1	
<b>AIRCRAFT</b>	2	1	4
<b>MISSILES</b>	2	0	3
<b>SHIPS</b>	<u>0</u>	<u>9</u>	<u>—</u>
	44	26	

SHOWN HERE ARE THE NUMBER OF DEBRIEFINGS HELD BY COMPANIES COMPLETING MMT CONTRACTS IN 1980. ARMY CONTRACTORS HAVE SCHEDULED 17 IN ELECTRONICS, A THIRD OF THEIR TOTAL OF 44 BRIEFINGS. NAVY CONTRACTORS HAVE SCHEDULED 16, OVER HALF OF THEIR TOTAL OF 28. AIR FORCE HAS SCHEDULED 6, ALSO ABOUT HALF OF THEIR TOTAL. COMPLETE DATA WILL BE AVAILABLE IN THE ANNUAL REPORT. THESE BRIEFINGS AID IMMENSELY IN TECHNOLOGY TRANSFER, AND I ENCOURAGE YOU TO ACCEPT THE INVITATIONS YOU RECEIVE IN YOUR AREA OF EXPERTISE.

## **ELECTRONICS DISPLAYS**

<b>GENERAL DYNAMICS, POMONA</b>	<b>BUMPED TAPE AUTOMATED BONDING. PLASTIC MICROWAVE COMPONENTS.</b>
<b>HARRIS SEMICONDUCTOR</b>	<b>DIODE PHASE SHIFTERS. IR CIRCUIT TESTER.</b>
<b>RCA</b>	<b>CMOS/SOS ON SAPPHIRE CIRCUIT PRODUCTION.</b>
<b>VARIAN ASSOCIATES</b>	<b>CROSS FIELD AMPLIFIERS.</b>
<b>WESTINGHOUSE</b>	<b>MNOS ICs FOR BORAM.</b>

SHOWN HERE ARE THE FIVE FIRMS HAVING DISPLAYS RELATED TO ELECTRONICS. YOU ARE ACQUAINTED WITH THE BUMPED TAPE WORK DONE BY GENERAL DYNAMICS FOR THE NAVY. THIS WILL ALSO BE ILLUSTRATED IN A MINISYMPOSIUM PAPER.

HARRIS SEMICONDUCTOR HAS A BOOTH ILLUSTRATING THEIR IR CIRCUIT TESTER AND DIODE PHASE SHIFTER WORK. HARRIS PRD ELECTRONICS DIVISION WILL PROVIDE A PAPER ON PROGRAMMING AIDS AT THE MINISYMPOSIUM.

RCA HAS A DISPLAY ON INTEGRATED CIRCUIT PRODUCTION, SPECIFICALLY, COMPLEMENTARY METAL OXIDE ON SAPPHIRE.

VARIAN HAS A HEAVY SAMPLE OF A CROSS FIELD AMPLIFIER, AND WESTINGHOUSE A FINE DISPLAY ON THEIR EXPANDABLE ICs FOR MEMORIES.

ELECTRONICS MINI-SYMPOSIUM  
22 October 1980, Bal Masque Room, Sheraton-Bal Harbor  
Bal Harbor, Florida

SESSION 1      HYBRID CIRCUIT TECHNOLOGY

8:30      Advanced Hybrid Manufacturing Technology  
9:00      New Manufacturing Technology in Hybrid Packaging  
9:30      Trade-Off Considerations for the Selection of BTAB Interconnects on Hybrids  
10:00      Refreshments

SESSION 2      SEMICONDUCTORS AND INTEGRATED CIRCUITS

10:20      Non-Volatile MNOS for BOBAM for AIRS

SESSION 3      COMPONENTS & PACKAGING

10:45      Flexible Circuits with Integral Connectors  
11:10      Manufacturing Technology for Electronic Component Finishes  
11:35      Future Battery Technology for the Military  
12:00      Luncheon

SESSION 4      ELECTRONIC CAD/CAM TECHNOLOGY

1:30      Computer Aid for Preparation of Automatic Analog Circuit Production Test Programs  
1:55      An Automated System for Hybrid Circuit Visual Inspection  
2:20      Automatic Monitoring and Control System for Wave Soldering Machines

SESSION 5      TWT AND MICROWAVE DEVICE TECHNOLOGY

2:45      Angin SFD-261 Crossed Field Amplifier MT Program  
3:00      Refreshments. Continued with CFA paper.  
3:20      Quick Turn-on Cathode for Missile Pulsed TWT  
3:45      TWT Reliability in ECM System Applications

SESSION 6      ELECTRO-OPTICS AND OPTICS TECHNOLOGY

4:10      Fabrication of 18 mm Wafer Image Intensifier Tubes by Batch Processing Techniques  
4:35      CO2 Laser Manufacturing Technology  
5:00      Dismissal

FOLLOWING ARE VUGRAPHS SHOWING THE SCHEDULE AND PRESENTATIONS BY TECHNOLOGY. SESSION 1 COVERS HYBRID CIRCUITS, SESSION 2 SEMICONDUCTORS, AND SESSION 3 COMPONENTS AND PACKAGING WHICH ENDS AT NOON.

FOLLOWING THE LUNCHEON IS SESSION 4 ON ELECTRONICS CAD/CAM, AND SESSION 5 ON MICROWAVE DEVICES. THE SYMPOSIUM CLOSES WITH ELECTRO-OPTICS. WE ENCOURAGE YOU TO TAKE ADVANTAGE OF THESE PRESENTATIONS WITH THEIR FILMS, SLIDES AND VUGRAPHS ILLUSTRATING RESULTS OF R&D CONTRACTS.

## **ELECTRONICS MINISYMPOSIUM TOPICS**

### **HYBRID CIRCUIT TECHNOLOGY**

ADVANCED HYBRID MANUFACTURING  
TECHNOLOGY

MR. W. W. AGERTON  
MICROELECTRONICS ENGR CORP.

NEW MANUFACTURING TECHNOLOGY IN  
HYBRID PACKAGING

MR. LOUIS A. RAZZETTI  
WESTINGHOUSE, BALTIMORE

TRADE-OFF CONSIDERATION FOR THE SELECTION  
OF BTAB INTERCONNECTS ON HYBRIDS

MR. GEORGE W. BRAUN  
GENERAL DYNAMICS, POMONA

## **ELECTRONICS MINISYMPOSIUM TOPICS**

### **COMPONENTS AND PACKAGING**

IMPLEMENTATION, THE KEY TO SUCCESS IN  
MANUFACTURING TECHNOLOGY  
(FLEXIBLE CIRCUITS WITH INTEGRAL CONNECTORS)

MR. JAMES A. HENDERSON  
WESTINGHOUSE, BALTIMORE

EVALUATION OF NICKEL BORON AS A PRIMARY  
FINISH ON COMPONENT LEADS

MR. LOUIS A. ZAKRAYSEK  
MR. N. C. BULSIEWICZ  
MR. R. E. VARNUM  
GENERAL ELECTRIC CO.

FUTURE BATTERY TECHNOLOGY  
FOR THE MILITARY

MR. LARRY PLEW  
NAVAL WEAPONS  
SUPPORT CENTER

## **ELECTRONICS MINISYMPOSIUM TOPICS**

### **SEMICONDUCTORS AND INTEGRATED CIRCUITS**

●NON-VOLATILE METAL NITRIDE OXIDE BLOCK ORIENTED  
RANDOM ACCESS MEMORY FOR ACCIDENT  
INFORMATION RETRIEVAL SYSTEM

MR. J. E. BREWER  
WESTINGHOUSE ELEC. CORP.

## **ELECTRONICS MINISYMPOSIUM TOPICS**

### **ELECTRONIC CAD/CAM TECHNOLOGY**

COMPUTER AID FOR PREPARATION OF AUTOMATIC ANALOG  
CIRCUIT PRODUCTION TEST PROGRAM

MR. JEFFREY KUNG  
HARRIS CORP., PRD  
ELECTRONICS DIV.

AN AUTOMATED SYSTEM FOR HYBRID CIRCUIT  
VISUAL INSPECTION

MR. JOHN M. LASKEY  
RCA, GOVT. SYSTEM DIV.

AUTOMATIC MONITORING AND CONTROL SYSTEM  
FOR WAVE SOLDERING MACHINES

MR. LOYD WOODHAM  
USA MICOM

MR. E. W. BROACHE

MR. A. T. HAMILL  
WESTINGHOUSE ELECT. CORP.  
DEFENSE & ELECT. SYST. CENTER

## **ELECTRONICS MINISYMPOSIUM TOPICS**

### **ELECTRO-OPTICS AND OPTICS**

- FABRICATION OF 18MM WAFER IMAGE INTENSIFIER  
TUBES BY BATCH PROCESSING TECHNIQUES

MR. H. GENE PARISH  
ELECTRON TUBE DIV.,  
LITTON INDUSTRIES,  
PHOENIX

- CO<sub>2</sub> LASER MANUFACTURING TECHNOLOGY

DR. HANS MOCKER  
HONEYWELL SYSTEMS &  
RESEARCH CENTER,  
MINNEAPOLIS

## **TWT AND MICROWAVE DEVICE TECHNOLOGY**

### **ELECTRONICS MINISYMPOSIUM TOPICS**

AEGIS SFD-261 CROSSED FIELD AMPLIFIER MT PROGRAM

MR. R. A. LA PLANTE  
VARIAN ASSOCIATES

QUICK TURN-ON CATHODE FOR MISSILE PULSED TWT

MR. ROBERT M. PHILLIPS  
LITTON INDUSTRIES

TWT RELIABILITY IN ECM SYSTEM APPLICATIONS

MR. FRANK VOLTAGGIO, JR.  
NORTHROP CORP.

MR. DONALD K. ROGERS  
TELEDYNE - MEC



INSPECTION AND TEST SUBCOMMITTEE OVERVIEW

by

MR. EDWARD CRISCUOLO

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## INTRODUCTION

In this presentation, I will concentrate on the review of 1982 proposed projects and highlights of projects that are completed or near completion. At this time, I will describe the objectives and operations of the subcommittee. The subcommittee is composed of representatives from the DoD services, other government agencies, and industry. Industry members operate the professional societies. During the year, we have had approximately four meetings to conduct our work. Most of the effort is directed to setting up workshops and the review of proposed projects. An annual report is prepared which gives a summary of our work along with recommendations.

## OBJECTIVES

VU GRAPH 1 shows the objectives of the subcommittee which are:

To provide technical assessment and tri-service coordination of specific proposed Manufacturing Technology projects in the area of test and inspection. Through the examination of projects a determination is made for compatibility with DoD objectives, duplication of effort and potential for joint funding.

To provide an industry-government forum for the discussion of anticipated production problems and the identification of potential solutions and assess the impact of privately sponsored work on the areas of interest.

To make recommendations regarding joint service efforts, elimination duplication, and establishment of broad DoD Manufacturing Technology goals in test and inspection.

VU GRAPH 2 illustrates the classification methods used to analyze the proposed projects. The main divisions are by methods, materials and applications. When analyzed by methods, it was found over half the projects fell into the nondestructive category. The materials category enabled the T&I subcommittee projects to relate to the other subcommittees.

VU GRAPH 3 shows the number and dollar amount of new projects by service. In addition, the continuation projects are shown. In total there are twenty-seven continuation projects for \$10.9M and twenty-four new proposed projects for \$6.2M.

The review did not reveal any duplication or overlap of projects.

VU GRAPH 4 - In the next few vu graphs, a number of projects will be presented as highlights. These projects are completed or near completion. In the area of ordnance inspection, four projects are highlighted. The AIDECS is designed to inspect the explosive filling of a 105MM explosive shell using an x-ray detector system. This method is to be applied to larger caliber shells. The next three items are related to the inspection of 105MM cannons. The laser scan inspection system is a method for inspecting the internal bore of the gun tube for defects and cracks. The hot forging wall variation measurement utilizes the ultrasonic technique for measuring hot common tube forgings wall thickness. Adjustment to the forging operation can be made without waiting for the tube to cool. This results in a large cost savings.

The 105MM inspection station is designed to measure straightness, bore diameter, rifling diameter, concentricity, and breech end details.

VU GRAPH 5 - The objective of the Inertial Instrument Inspection and Test Project was to establish a automated inspection and test system for evaluating gas spin motor bearings in gyro float assemblies. The Wheel Evaluation Test Station (WETS) evaluates gas bearing geometry and surface conditions, motor characteristics and float assembly fill gas. The WETS system will provide improved inspection and test methods for gas spin motor bearings, improved reliability and reduced maintenance cost.

VU GRAPH 6 highlights the Ultrasonic Inservice Inspection System (ISIS) for composites. The ultrasonic technique can detect disbonds and delaminations in composites. For large structures as used in aircraft, the method is not considered cost effective primarily because of the lack of flaw position locating and permanent inspection results recording devices. Under this project a test device was developed to overcome the deficiencies. The technique is simple to apply in the field environment by personnel with advanced training.

VU GRAPH 7 highlights a mobile neutron radiographic device for use on aircraft to detect corrosion. This neutron generator is mobile and driven by an electrically operated cart. It is possible to use this device in the field or in the factory. Early detection of corrosion can save rework costs. A mobile unit developed under an Army contract is being field tested.

VU GRAPH 8 - There are a number of other projects that can be highlighted, but these will be presented in the minisymposium. In addition, the minisymposium will give much detail on the projects I have discussed plus a demonstration of the ISIS system.

VU GRAPH 9 shows the plans for the next year. You may not know that plans are being made for a workshop. The other meetings relate to a continuing review of revised programs.

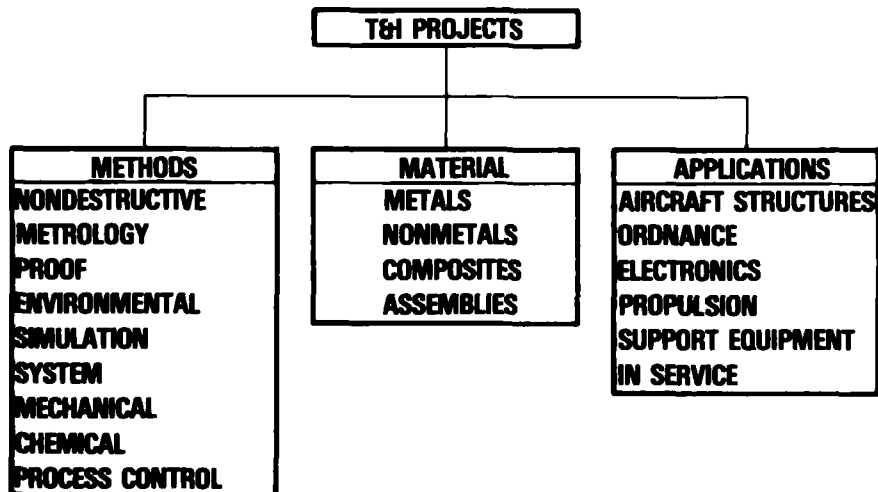


## **OBJECTIVES OF THE TEST AND INSPECTION SUBCOMMITTEE**

- PROVIDE TECHNICAL ASSESSMENT OF SPECIFIC PROPOSED MANUFACTURING TECHNOLOGY PROJECTS
- PROVIDE TRI-SERVICE COORDINATION OF PROJECTS
- PROVIDE INDUSTRY-GOVERNMENT FORUM FOR THE DISCUSSION OF PRODUCTION PROBLEMS AND IDENTIFICATION OF POTENTIAL SOLUTIONS
- PROVIDE RECOMMENDATIONS REGARDING JOINT SERVICES EFFORTS, ELIMINATION OF DUPLICATION, AND ESTABLISH BROAD DOD MT GOALS



## **CLASSIFICATION OF TEST AND INSPECTION PROJECTS**





## **TEST AND INSPECTION PROPOSED PROJECTS FOR FY82**

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### **NAVY**

- NO CONTINUATION PROJECTS
- ONE NEW PROJECT FOR \$2.3M

### **AIR FORCE**

- NINE CONTINUATION PROJECTS FOR \$5.9M
- ONE NEW PROPOSED PROJECT FOR \$.4M

### **ARMY**

- EIGHTEEN CONTINUATION PROJECTS FOR \$5.0M
- TWENTY-TWO NEW PROPOSED PROJECTS FOR \$3.5M

### **TOTAL**

- TWENTY-SEVEN CONTINUATION PROJECTS FOR \$10.9M
- TWENTY-FOUR NEW PROPOSED PROJECTS FOR \$6.2M



## **TEST AND INSPECTION HIGHLIGHTS**

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### **ORDNANCE INSPECTION**

- 105MM AUTOMATIC INSPECTION DEVICE  
FOR EXPLOSIVE CHARGE IN SHELLS (AIDECS)
- LASER SCAN INSPECTION SYSTEM
- HOT FORGING WALL VARIATION MEASUREMENTS
- 105MM INSPECTION SYSTEM



## **TEST AND INSPECTION HIGHLIGHTS**

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**INERTIAL INSTRUMENT INSPECTION AND TEST  
( WHEEL EVALUATION TEST STATION, WETS )**



## **TEST AND INSPECTION HIGHLIGHTS**

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**ULTRASONIC IN-SERVICE INSPECTION SYSTEM  
(ISIS) FOR COMPOSITES**



# **TEST AND INSPECTION HIGHLIGHTS**

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## **MOBILE NEUTRON RADIOGRAPHY**



### **TEST AND INSPECTION SUBCOMMITTEE MINISYMPOSIUM**

**22 OCTOBER 1980**

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#### **TOPICS**

- EDDY CURRENT SURFACE INSPECTION OF DISCS
- INTEGRATED BLADE INSPECTION (IBIS)
- MOBILE NEUTRON INSPECTION SYSTEM
- WHEEL EVALUATION TEST SYSTEM
- CANNON BARREL INSPECTION
- AUTOMATIC INSPECTION DEVICE FOR EXPLOSIVE CHARGE IN SHELLS (AIDECS)
- HIGH ENERGY REAL TIME RADIOGRAPHY
- IN-SERVICE INSPECTION SYSTEM



## **TEST AND INSPECTION ACTIVITIES TENTATIVE SCHEDULE FOR FUTURE MEETINGS**

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- 17-18 SEPTEMBER 1980 - PLANNING MEETING FOR WORKSHOP CONFERENCE  
IBEA, ROCK ISLAND, ILLINOIS
- 28-30 APRIL 1981 - PLANS FOR MINISYMPOSIUM  
GENERAL DYNAMICS, SAN DIEGO, CALIFORNIA
- 21-23 JULY 1981 - FY 83 PROJECT REVIEW  
BATTELLE, COLUMBUS, OHIO
- 25-26 AUGUST 1981 - FINAL FY83 PROJECT REVIEW, MINISYMPOSIUM,  
THRUST AREA REPORTS, AND CONFERENCE PRESENTATION  
ANMRC, WATERTOWN, MASSACHUSETTS



## METALS SUBCOMMITTEE OVERVIEW

by

MR. GORDON NEY

GOOD AFTERNOON. EACH YEAR I LOOK FORWARD TO HAVING THIS OPPORTUNITY TO SPEAK TO YOU. IN LAST YEAR'S PRESENTATION, I CONCENTRATED ON THE PAST. THE SUBCOMMITTEE HAD COMPLETED FIVE YEARS OF OPERATION AND I THOUGHT IT WORTHWHILE TO REVIEW THE PROGRESS WE HAD MADE DURING THAT TIME.

THIS YEAR, I WOULD LIKE TO CONCENTRATE MORE ON THE FUTURE - THE FUTURE OF METALS MANUFACTURING TECHNOLOGY, WHERE IT'S HEADED AND WHAT SOME OF THE MAJOR THRUSTS IN THE SERVICE'S METALS MANUFACTURING TECHNOLOGY PROGRAMS WILL BE. THIS IS APPROPRIATE SINCE IT IS IN JUNE WITH THE THEME OF THIS YEAR'S TAG MEETING - PRODUCTIVITY GROWTH IN THE 80'S. WEBSTER'S NEW COLLEGIATE DICTIONARY DEFINES PRODUCTIVITY AS HAVING THE POWER OR ABILITY TO PRODUCE IN ABUNDANCE. THE ENHANCEMENT OF THIS ABILITY IS DEFINITELY THE THEME OF METALS MANUFACTURING TECHNOLOGY IN THE 80'S.

BEFORE DELVING INTO THIS SUBJECT, I WANT TO BRIEFLY EXPLAIN THE FUNCTIONS OF THE METALS SUBCOMMITTEE, SUMMARIZE THE METALS PROGRAMS FOR FY81 AND FY82, AND REVIEW OUR ACCOMPLISHMENTS FOR 1980.

## OBJECTIVE

PROVIDING A FORUM FOR THE EXCHANGING OF TECHNICAL  
INFORMATION AND IDEAS AND MAXIMIZING THE USE OF ADVANCED  
MANUFACTURING TECHNOLOGY.

OUR OBJECTIVE IS TO PROVIDE A FORUM FOR THE EXCHANGING OF TECHNICAL INFORMATION AND IDEAS AND MAXIMIZE THE USE OF ADVANCED MANUFACTURING TECHNOLOGY. WE ARE ATTEMPTING TO PREVENT DUPLICATION, PROMOTE JOINT EFFORTS WHERE APPROPRIATE AND STIMULATE THE APPLICATION OF ADVANCED MANUFACTURING TECHNOLOGY TO PROBLEM AREAS NOT PREVIOUSLY CONSIDERED. WE DEAL WITH ALL PROCESSES REQUIRED TO PRODUCE METAL AND STRUCTURAL CERAMIC PRODUCTS, BUT CONCENTRATE ON THOSE TECHNOLOGIES THAT ARE COMMON, OR IN OUR OPINION, SHOULD BE COMMON AMONG THE SERVICES. CONCENTRATING ON THESE TECHNOLOGIES ENABLES US TO FAVORABLY INFLUENCE THE INDIVIDUAL SERVICE PROGRAMS IN A WAY THAT EACH SERVICE, INDIVIDUALLY, COULD NOT.

## ACTIVITIES

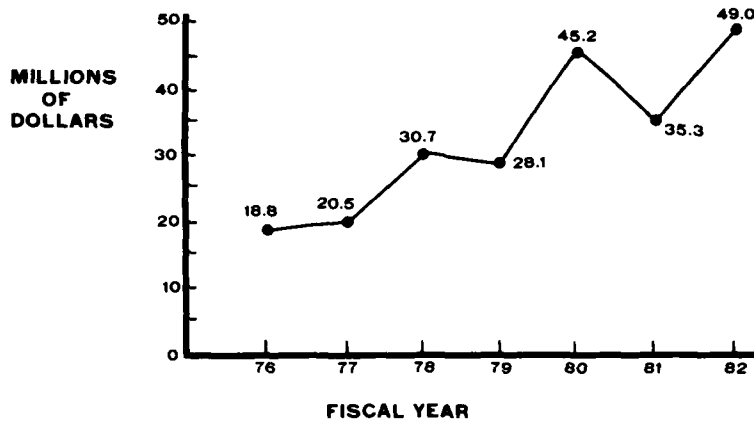
- PROJECT REVIEW
- PROGRAM ANALYSIS
- WORKSHOPS AND SEMINARS

THREE TYPES OF ACTIVITIES HAVE EVOLVED IN ACCOMPLISHING OUR OBJECTIVE. INDIVIDUAL PROJECTS ARE REVIEWED TO ELIMINATE POTENTIAL DUPLICATION OF EFFORT. PROGRAM DATA IS ANALYZED AND PRESENTED HERE, AND IN OUR ANNUAL REPORT, TO STIMULATE DISCUSSION OF THE TRENDS OCCURRING IN THE SERVICES' PROGRAMS. WORKSHOPS AND SEMINARS ARE SPONSORED TO CREATE A DIALOGUE BETWEEN DOD AND INDUSTRY ABOUT PROGRAM ACCOMPLISHMENTS AND FUTURE DIRECTIONS.

OUR ACTIVITIES FOR A GIVEN YEAR ARE ESTABLISHED THROUGH A PROCESS THAT BEGINS WITH A SUBCOMMITTEE MEETING IN LATE SUMMER OF EACH YEAR. AT THIS MEETING, THE SERVICES' BUDGET, APPORTIONMENT AND FIVE YEAR PROGRAM PLANS ARE REVIEWED. COMMON AREAS OF INTEREST ARE IDENTIFIED AND APPROPRIATE ACTIONS ARE RECOMMENDED TO THE EXECUTIVE COMMITTEE. ONCE APPROVED, THE ACTIONS ARE ASSIGNED TO SERVICE REPRESENTATIVES FOR EXECUTION. THE RESULTS ARE THEN DOCUMENTED ANNUALLY IN THE METALS SUBCOMMITTEE REPORT.



### FUNDING HISTORY METALS PROGRAM



THIS CHART SHOWS THE RAGGED BUT CONTINUAL GROWTH OF THE SERVICES METALS PROGRAMS. IT APPEARS THAT THERE IS A TWO YEAR CYCLE. ONE YEAR THE PROGRAM SEEMS TO LOSE GROUND AND THE NEXT YEAR, IT SEEMS TO SHOW SUBSTANTIAL GROWTH. FY81 AND FY82 FIT THAT PATTERN.

### FY81 PROGRAM CHANGES

	BUDGET		CURRENT	
	NUMBER	DOLLARS	NUMBER	DOLLARS
ARMY	66	17,616	52	15,336
NAVY	21	12,500	6	1,580
AIR FORCE	39	18,893	28	19,398
TOTALS	126	49,009	86	35,314

A YEAR AGO, THE METALS FY81 PROGRAM CONSISTED OF 126 PROJECTS WORTH 49 MILLION DOLLARS. IT NOW CONSISTS OF 86 PROJECTS WORTH 35 MILLION DOLLARS. IT IS OBVIOUS THAT THE BULK OF THE DOLLARS LOST IS ASSOCIATED WITH THE REDUCTION IN THE NAVY PROGRAM. THIS MORNING YOU HEARD ABOUT THE NAVY'S TROUBLES AND YET THEIR OPTIMISM FOR THE FUTURE. WHILE THE AIR FORCE'S BUDGET FOR FY81 APPEARS TO REMAIN THE SAME, THERE ARE SUBSTANTIAL DIFFERENCES REFLECTED IN THE NUMBER OF PROJECTS TO BE FUNDED. IN FACT, THE DOLLAR VALUE IS DECEIVING BECAUSE THE CURRENT PROGRAM INCLUDES ONE PROJECT FOR APPROXIMATELY 3 MILLION DOLLARS WHICH WILL BE FUNDED FROM AN OPERATIONS AND MAINTENANCE ACCOUNT - A SOURCE OF FUNDS NOT REFLECTED IN THE BUDGET PROGRAM. EXCLUSION OF THIS PROJECT SHOWS A SIGNIFICANT DECLINE IN WHAT THE AIR FORCE CALLS "GENERIC TECHNOLOGY," PARTICULARLY WHEN IT IS COMPARED TO A HIGH OF 21 MILLION DOLLARS ATTAINED IN FY80. THIS DECLINE COUPLED WITH THE UNCERTAINTY ASSOCIATED WITH THE NAVY'S PROGRAM HAS HAD AN ADVERSE IMPACT UPON THE SUBCOMMITTEE'S ABILITY TO ESTABLISH COOPERATIVE EFFORTS.

## FY82 PROGRAM

	<u>NUMBER</u>	<u>DOLLARS</u>
ARMY	69	27,089
NAVY	2	2,450
AIR FORCE	25	19,484
TOTAL	96	49,023

THE FY82 METALS PROGRAM SEEMS TO HOLD FOR A BRIGHTER FUTURE. FUNDING IS UP SUBSTANTIALLY OVER THE CURRENT FY81 PROGRAM. IT STANDS AT 49 MILLION DOLLARS AND 96 EFFORTS. THE BULK OF THIS INCREASE IS DUE TO A 12 MILLION DOLLAR INCREASE IN THE ARMY'S PROGRAM. A LARGE PORTION OF THIS INCREASE IS ASSOCIATED WITH WHAT THE ARMY TERMS, "SYSTEMS" PROJECTS. THESE ARE PROJECTS AIMED AT SIGNIFICANTLY REDUCING THE COST OF A MAJOR WEAPONS SYSTEM THROUGH THE IMPLEMENTATION OF IMPROVED MANUFACTURING TECHNOLOGY. THEY ARE SIMILAR IN CONCEPT TO THE AIR FORCE'S TECHNOLOGY MODERNIZATION PROJECTS. THEY TEND TO INVOLVE MULTIPLE TECHNOLOGIES AND ARE NORMALLY FUNDED TO FILL THE NEEDS OF A SPECIFIC FACILITY. SINCE THIS TYPE PROJECT IS NORMALLY SELECTED FOR FUNDING BASED UPON THE ITEMS PRODUCED AND NOT ON THE MANUFACTURING TECHNOLOGIES TO BE INVESTIGATED, IT IS MORE DIFFICULT TO FORM COOPERATIVE EFFORTS BASED ON TECHNOLOGY. TO FORM COOPERATIVE EFFORTS FOR SUCH PROJECTS, IT IS MORE FRUITFUL TO LOOK FOR COMMONALITY AMONG THE SERVICES IN THE PRODUCTS PRODUCED AT THE SELECTED FACILITY THAN AT THE TECHNOLOGIES TO BE INVESTIGATED.

## FY82 PROGRAM DISTRIBUTION COMMODITY/SERVICE

	<u>ARMY</u>	<u>NAVY</u>	<u>AIR FORCE</u>	<u>TOTAL</u>
AIRCRAFT	13.0	0	33.9	46.9
MISSILES	.9	1.9	5.2	8.0
SHIPS	0	3.1	0	3.1
AMMUNITION	6.2	0	.6	6.8
WEAPONS	14.9	0	0	14.9
LAND VEHICLE	20.3	0	0	20.3
SUPPORT EQUIPMENT	0	0	0	0
TOTAL	55.3	5.0	39.7	100.0

THIS CHART PORTRAYS THE PROGRAM DISTRIBUTION BY COMMODITY AND SERVICE. BECAUSE OF THE LARGE INCREASE IN THE ARMY'S PROGRAM, ITS SHARE OF THE METALS PROGRAM HAS INCREASED BY OVER 20 PERCENTAGE POINTS. THIS INCREASE HAS BEEN LARGELY DUE TO THE SUBSTANTIAL INCREASE IN THE FUNDS ALLOCATED FOR LAND VEHICLES AND A MODEST INCREASE IN THE FUNDS ALLOCATED FOR HELICOPTERS. THE INCREASE IN LAND VEHICLES HAS MOVED ITS RANKING FROM FIFTH A YEAR AGO TO SECOND THIS YEAR. AIRCRAFT REMAINS FIRST AND BASICALLY AT THE SAME PERCENTAGE AS LAST YEAR.

### FY82 PROGRAM DISTRIBUTION TECHNOLOGY/SERVICE

	ARMY	NAVY	AIR FORCE	TOTAL
FORGING	6.2	0	2.1	8.3
CASTING	9.8	0	5.3	15.1
POWDER METALLURGY	3.9	0	10.6	14.5
ROLLING/EXTRUSION	0	0	.8	.8
METAL REMOVAL	13.1	0	5.1	18.2
JOINING	4.1	3.1	7.0	14.2
SURFACE TREATMENT	8.0	0	1.8	9.8
FORMING	1.1	1.9	3.1	6.1
OTHER	9.1	0	3.9	13.0
TOTAL	55.3	5.0	39.7	100.0

THE PROGRAM DISTRIBUTION BY TECHNOLOGY AND SERVICE SHOWS THAT WHILE THERE HAVE BEEN SMALL SHIFTS IN MOST OF THE TECHNOLOGIES WHEN COMPARED TO LAST YEAR, FORMING AND OTHER TECHNOLOGIES ARE THE ONLY TWO THAT HAVE CHANGED CONSIDERABLY. FORMING HAS BEEN CUT IN HALF WHILE THE OTHER TECHNOLOGIES, WHICH CONSIST OF PRIMARILY STRUCTURAL CERAMICS PROCESSING, HAS TRIPLED.

### FY82 PROGRAM DISTRIBUTION COMMODITY/TECHNOLOGY

	AIRCRAFT	MISSILES	SHIPS	WEAPONS	AMMUNITION	LAND VEHICLES	SUPPORT EQUIPMENT	TOTAL
FORGING	1.4	.7	0	1.5	2.2	2.5	0	8.3
CASTING	3.8	5.4	0	2.2	0	3.7	0	15.1
POWDER METALLURGY	11.1	0	0	.9	1.9	.6	0	14.5
ROLLING/EXTRUSION	.8	0	0	0	0	0	0	.8
METAL REMOVAL	6.5	0	0	7.2	0	4.5	0	18.2
JOINING	7.5	0	3.1	0	.8	2.8	0	14.2
SURFACE TREATMENT	2.1	0	0	2.9	.6	4.2	0	9.8
FORMING	4.0	1.9	0	.2	0	0	0	6.1
OTHER	9.7	0	0	0	1.3	2.0	0	13.0
TOTAL	46.9	8.0	3.1	14.9	6.8	20.3	0	100.0

THIS CHART SHOWS THE PROGRAM DISTRIBUTION BY COMMODITY AND TECHNOLOGY. WHILE THERE HAVE BEEN MANY CHANGES IN THE PERCENTAGES OVER LAST YEAR, THERE ARE NO MAJOR CHANGES EXCEPT AS YOU MIGHT EXPECT IN THE LAND VEHICLES. BECAUSE OF THE LARGE INCREASE IN THE FUNDS SUPPORTING THIS AREA, MOST OF THE PROCESS PERCENTAGES HAVE INCREASED SIGNIFICANTLY.

## FY82 PROGRAM DISTRIBUTION

### TECHNOLOGY/MATERIAL

	ALUMINUM	STEEL	TITANIUM	SUPERALLOY	OTHER	STRUCTURE CERAMICS	TOTAL
FORGING	0	5.6	0	2.7	0	0	8.3
CASTING	.9	5.4	2.0	6.0	.8	0	15.1
POWDER METALLURGY	3.5	3.4	1.7	5.9	0	0	14.5
ROLLING/EXTRUSION	0	0	0	.8	0	0	.8
METAL REMOVAL	2.3	11.8	1.9	2.2	0	0	18.2
JOINING	0	6.7	0	7.5	0	0	14.2
SURFACE TREATMENT	.3	7.4	0	.6	1.5	0	9.8
FORMING	2.1	.2	3.8	0	0	0	6.1
OTHER	0	0	0	3.9	1.3	7.8	13.0
TOTAL	9.1	40.5	9.4	29.6	3.6	7.8	100.0

THE PROGRAM DISTRIBUTION BY TECHNOLOGY AND MATERIAL SHOWS A LARGE PORTION OF THE PROGRAM DEALS WITH PROCESSING OF STEELS AND THAT A LARGE PORTION OF THE STEEL EFFORT IS CONCERNED WITH METAL REMOVAL. IT IS ALSO INTERESTING TO NOTE THE HIGH PROPORTION BEING DEVOTED TO THE PROCESSING OF SUPERALLOYS. THIS REFLECTS THE HIGH PROPORTION OF WORK FOR TURBINE ENGINES. IT IS ALSO INTERESTING TO NOTE THE RELATIVELY HIGH PERCENTAGE OF WORK INDICATED FOR STRUCTURAL CERAMICS PROCESSING. THE ARMY HAS TAKEN THE LEAD IN ESTABLISHING THIS TECHNOLOGY.

## METALS MANUFACTURING TECHNOLOGY

### A CHALLENGE IN THE 80'S?



I HAVE ATTEMPTED TO GIVE YOU AN IDEA OF WHAT I SEE AS THE MAJOR THRUSTS IN METALS MANUFACTURING TECHNOLOGY IN THE EIGHTIES. THEY DEAL WITH EXISTING OR ANTICIPATED PROBLEMS AND THEIR SOLUTION THROUGH SUCCESSFULLY APPLIED MANUFACTURING TECHNOLOGY. HOWEVER, I AM ALSO SURE THAT OTHER PROBLEMS WILL ALSO APPEAR IN THE EIGHTIES WHICH MAY ALTER THESE THRUSTS. WHATEVER THE FUTURE HOLDS, IT APPEARS CERTAIN THAT WE WILL BE ADEQUATELY CHALLENGED IN THE COMING DECADE TO PROVIDE THE NECESSARY METALS MANUFACTURING TECHNOLOGY THAT WILL ENSURE A MORE PRODUCTIVE AND RESPONSIVE INDUSTRIAL BASE.

## ENERGY EFFICIENT PROCESSING

- INCLUDE ENERGY IN OUR COST DRIVER ANALYSES
- IMPROVE EXISTING PROCESSES
- ESTABLISH NEW PROCESSES

IN THE METALS AREA, ENERGY EFFICIENT PROCESSING HAS NOT YET DRAWN MUCH ATTENTION IN THE SERVICES PROGRAMS. THERE HAVE BEEN PROJECTS WHERE ENERGY CONSERVATION HAS BEEN THE PRIMARY BENEFIT SUCH AS THOSE AIMED AT REDUCING SOAK TIMES IN HEAT TREATING OUR CANNON TUBES AND REDUCING THE TEMPERATURE AT WHICH THE FORGING OF OUR LARGE CALIBRE PROJECTILES TAKES PLACE. BUT THERE HAS NOT BEEN A MAJOR CONCERTED EFFORT TO IDENTIFY ENERGY COSTS ASSOCIATED WITH MANUFACTURING OUR COMPONENTS. WHILE I RECOGNIZE THE DIFFICULTY IN TRYING TO SEGREGATE ENERGY COSTS SINCE THEY ARE OFTEN OBSCURED IN OVER-HEAD RATES AND MATERIALS COSTS, IT MAY PROVE WORTHWHILE TO INCLUDE ENERGY AS AN ELEMENT IN OUR COST DRIVER ANALYSES. THROUGH THIS TYPE OF ANALYSIS, WE COULD BEGIN TO FOCUS OUR ATTENTION ON ENERGY EFFICIENT PROCESSING WHICH COULD LEAD TO IMPROVEMENTS FOR EXISTING PROCESSES AND MAYBE TO ESTABLISHING NEW PROCESSES. AS ENERGY COSTS RISE, WE WILL BE FORCED INTO MORE ADEQUATELY ADDRESSING THEM.

## CRITICAL FACTORS IN AUTOMATION

- UNIT PROCESSES
  - SENSORS
  - MODELS
- MANUFACTURING SYSTEMS
  - CONFIGURATIONS AND CAPABILITIES
  - EFFECTIVE USE AND MAINTAINABILITY

THE CRITICAL FACTORS THAT WILL LEAD TO AUTOMATED PROCESS CONTROL ARE SENSORS AND MODELS. THE INFORMATION PROCESSING CAPABILITY IS AVAILABLE TODAY. IN GENERAL, WHAT IS MISSING ARE SENSORS CAPABLE OF STANDING UP TO THE RIGORS OF THE PRODUCTION ENVIRONMENT AND THE MATHEMATICAL RELATIONSHIPS BETWEEN THE PROCESSING VARIABLES AND THE QUALITY OF THE COMPONENT. THEREFORE, MUCH OF THE WORK IN THIS AREA WILL ADDRESS THESE PROBLEMS.

MANUFACTURING SYSTEMS ARE RELATIVELY NEW AND WE HAVE A LOT TO LEARN ABOUT THEM. WE NEED TO LEARN MORE ABOUT HOW TO BEST CONFIGURE THEM AND WHAT CAPABILITIES THEY SHOULD HAVE. ONCE THESE SYSTEMS ARE ESTABLISHED, WE MUST LEARN TO EFFECTIVELY USE AND MAINTAIN THEM.

## **AUTOMATED PROCESSING**

### **● UNIT PROCESSES**

- WELDING
- METAL REMOVAL
- COATING

### **● MANUFACTURING SYSTEMS**

- MACHINING SYSTEMS
- SHEET METAL CELLS
- BLADE REPAIR CENTER
- ENGINE REPAIR CENTER

AUTOMATED PROCESSING IS A THRUST WHICH IS ALREADY VERY EVIDENT WITH THE METALS PROGRAM. IT IS OCCURRING AT TWO LEVELS - AT THE UNIT PROCESS LEVEL AND AT THE MANUFACTURING SYSTEMS LEVEL. THE TREND AT THE UNIT PROCESS LEVEL IS TOWARD AUTOMATED PROCESS CONTROL. COMPUTERS WILL BE APPLIED TO ALL PROCESSES WHOSE PARAMETERS ARE CONTROLLABLE AND HAVE SIGNIFICANT IMPACT ON THE QUALITY OF THE COMPONENT AS IT IS BEING PRODUCED. EXAMPLES OF SUCH PROCESSES WHICH ARE ALREADY WITHIN THE SERVICES PROGRAMS ARE WELDING, METAL REMOVAL AND COATING PROCESSES. THE CONCEPT OF GROUPING MACHINES TO FORM A MANUFACTURING SYSTEM THAT WILL PERFORM MAJOR PROCESSING FUNCTIONS ON A SPECIFIC CLASS OF COMPONENTS WILL BE GETTING A LOT MORE ATTENTION. THIS TREND IS ALSO EVIDENT WITHIN THE METALS PROGRAM IN THE FORM OF FLEXIBLE MACHINING SYSTEMS, SHEET METAL MANUFACTURING CELLS, BLADE REPAIR CENTERS AND ENGINE REPAIR CENTERS.

## **TAILORED MATERIALS PROCESSING**

### **● CONTROLLED MICROSTRUCTURE**

- THERMAL MECHANICAL WORKING
- CONTROLLED SOLIDIFICATION
- PHEOCASTING
- RAPID SOLIDIFICATION TECHNOLOGY

### **● FABRICATION PROCESSES FOR NEW MATERIALS**

- CONSOLIDATION
- FORMING AND CUTTING

THE CONCEPT OF TAILORING MATERIALS FOR MONOLITHIC METALLIC STRUCTURES CONSISTS OF CONTROLLING ITS MICROSTRUCTURE TO OBTAIN THE DESIRED PROPERTIES WHERE THEY ARE NEEDED. PROCESSES THAT HAVE THEIR ROOTS IN THERMAL MECHANICAL WORKING AND CONTROLLED SOLIDIFICATION HAVE BEEN AND WILL CONTINUE TO BE FUNDED BY THE SERVICES. ROLLING OF GEARS AND CASTING OF MONOCRYSTAL BLADES ARE GOOD EXAMPLES OF THESE TYPES OF PROCESSES. PHEOCASTING AND RAPID SOLIDIFICATION TECHNOLOGY HOLD PROMISE FOR THE FUTURE. BOTH TECHNOLOGIES OFFER THE ABILITY TO PRODUCE METALS WITH UNIQUE MICROSTRUCTURES AND PROPERTIES. PHEOCASTING - A PROCESS WHICH GIVES GREATER FREEDOM IN CREATING PARTICULATE FILLED COMPOSITE MATERIALS - CAN BE USED TO GENERATE NEW ENGINEERING MATERIALS FOR APPLICATIONS SUCH AS WEAR SURFACES. PHEOCAST MATERIAL ALSO OFFERS POTENTIAL PROCESSING BENEFITS AS WELL. THE DEFINITION OF RAPID SOLIDIFICATION TECHNOLOGY IS DEPENDENT UPON ONE'S INTERPRETATION OF WHAT CONSTITUTES RAPID SOLIDIFICATION. CONSEQUENTLY, ITS DEFINITION VARIES WITH THE INDIVIDUAL. THE DEFINITION IS NOT REALLY IMPORTANT. WHAT IS IMPORTANT, IS THAT HIGHER COOLING RATES ALLOW HIGHER LEVELS OF ALLOYING ELEMENTS TO BE OBTAINED IN THE BASE MATERIALS AND THEREFORE HAS LED TO THE INTRODUCTION OF NEW ALLOYS HAVING IMPROVED PROPERTIES FOR CERTAIN APPLICATIONS. AN EXAMPLE OF THIS IS THE ALUMINUM POWDER METALLURGY ALLOY C191 WHICH CONTAINS HIGHER PERCENTAGES OF COBALT THAN CAN BE OBTAINED IN INGOT METALLURGY. THIS ALLOY OFFERS GREATER STRESS CORROSION RESISTANCE AND IMPROVED NOTCH FATIGUE STRENGTH. EMERGENCE OF THESE NEW ALLOYS FROM RESEARCH AND DEVELOPMENT WILL CREATE THE NEED TO ESTABLISH PRODUCTION PROCESSES WHICH WILL YIELD THE REQUIRED QUALITY AND QUANTITY OF THESE ALLOYS.

WITH THE INTRODUCTION OF THESE NEW MATERIALS AND OTHERS SUCH AS CERAMICS AND INTERMETALLICS, ONE'S ATTENTION MUST ALSO FOCUS ON THE FABRICATION PROCESSES. WE MUST BE ABLE TO FABRICATE RELIABLE COMPONENTS IN A PRODUCTION ENVIRONMENT. SINCE MANY OF THESE NEW MATERIALS WILL BE PRODUCED AS POWDERS, HEAVY EMPHASIS ON CONSOLIDATION PROCESSES TO PRODUCE MILL PRODUCT FORMS AND DISCRETE COMPONENTS WILL CONTINUE. EMPHASIS WILL ALSO BE PLACED ON FORMING OR SHAPING AND CUTTING TECHNOLOGIES FOR THESE MATERIALS. JOINING TECHNOLOGY WILL ALSO BE CRITICAL NOT ONLY IN TERMS OF JOINING THESE MATERIALS TO THEMSELVES BUT ALSO IN TERMS OF INTEGRATING THESE MATERIALS WITH OTHER MATERIALS WITHIN THE PRODUCT. PROVIDING HIGH EFFICIENCY JOINING TECHNIQUES FOR MATERIAL COMBINATIONS SUCH AS CERAMICS AND METALS, AND COMPOSITES AND METALS WILL BE THE KEY TO INCREASING THE DESIGNERS FLEXIBILITY AND GREATER TAILORING OF THE MATERIALS IN OUR PRODUCTS.

THE INTRODUCTION OF NEW MATERIALS AND PROCESSES ALSO BRINGS WITH IT THE NEED FOR ADEQUATE INSPECTION AND QUALITY CONTROL PROCEDURES. WE NEED TO ESTABLISH THESE TECHNOLOGIES AS NEW MATERIALS ARE BEING DEVELOPED AND INTRODUCED INTO PRODUCTION. WITHOUT ADEQUATE QUALITY ASSURANCE PROCEDURES, THESE NEW MATERIALS WILL NOT BE INCORPORATED INTO OUR PRODUCTS.

## CRITICAL AND STRATEGIC MATERIALS PROCESSING

### CONSERVATION

- RECYCLING AND RECLAIMING
- NET SHAPE
- ALTERNATE MATERIALS

### INCREASED CAPACITY

- MODERNIZATION
- ALTERNATE PROCESSES

CRITICAL AND STRATEGIC MATERIALS PROCESSING EFFORTS WILL BE CONCERNED WITH MAKING MORE EFFICIENT USE OF THESE MATERIALS OR CONSERVING THEM AND INCREASING OUR CAPACITY TO PROVIDE THEM. ONE METHOD OF CONSERVING THESE MATERIALS IS THROUGH RECYCLING AND RECLAIMING. WATERVLIET ARSENAL HAS BEEN INVESTIGATING HOW TO USE SPENT GUN TUBES AS PREFORMS FOR ROTARY FORGING NEW GUN TUBES. THE AIR FORCE HAS PURSUED THE REJUVENATION OF BLADES AND DISKS THROUGH THE USE OF HOT ISOSTATIC PRESSING. ONE CAN EXPECT TO SEE MORE EFFORTS ALONG THESE LINES. NET SHAPE PROCESSING ALSO LEADS TO CONSERVATION. ALTHOUGH ALL THREE SERVICES HAVE PURSUED THIS TECHNOLOGY DURING THE SEVENTIES, THE NEED FOR CONSERVATION WILL SUSTAIN THIS DRIVE INTO THE EIGHTIES. DEVELOPING NEW ALLOYS WHICH USE LESS OF THE CRITICAL AND STRATEGIC ELEMENTS IS THE PROVINCE OF RESEARCH AND DEVELOPMENT. BUT ONCE THESE ALLOYS HAVE BEEN DEVELOPED, ESTABLISHING THE PROCESSES FOR MAKING THEM IN THE QUANTITY AND QUALITY REQUIRED WILL BE THE PURVIEW OF MANUFACTURING TECHNOLOGY.

OUR CAPACITY TO PRODUCE CERTAIN PRODUCT FORMS HAS BEEN OUT STRIPPED BY THE DEMAND FOR THEM. CONSEQUENTLY, YOU WILL SEE MORE EFFORTS TO EXPAND THE INDUSTRIAL BASE THROUGH IMPROVED MANUFACTURING TECHNOLOGY TO BE USED IN MODERNIZING AND EXPANDING THIS CAPACITY AS WELL AS ESTABLISHING ALTERNATE PROCESSES FOR OBTAINING THESE PRODUCT FORMS.

## METALS MANUFACTURING TECHNOLOGY THRUSTS IN THE 80'S

- CRITICAL AND STRATEGIC MATERIALS PROCESSING
- TAILORED MATERIALS PROCESSING
- AUTOMATED PROCESSING
- ENERGY EFFICIENT PROCESSING

THE FIRST THRUST DEALS WITH PROCESSING OF CRITICAL AND STRATEGIC MATERIALS. COSTS OF SOME OF THESE MATERIALS HAVE ESCALATED AT DRAMATIC RATES. SPOT SHORTAGES HAVE OCCURRED. THERE IS CONCERN THAT WE ARE TOO DEPENDENT UPON FOREIGN SOURCES FOR SOME OF THESE MATERIALS. MANUFACTURING TECHNOLOGY, WHILE NOT THE TOTAL ANSWER TO THIS PROBLEM, WILL PLAY A MAJOR ROLE IN HELPING TO MINIMIZE ITS IMPACT. THE CONCEPT OF TAILORING MATERIALS TO SPECIFIC APPLICATIONS IS NOT NEW. ONE OF THE JOBS OF THE DESIGNER HAS ALWAYS BEEN TO SELECT THE RIGHT MATERIALS FOR A GIVEN JOB. BUT THE DESIGNER HAS BEEN LIMITED BY THE PROBLEM OF MATERIAL INCAPABILITIES AND THE PROBLEM OF INADEQUATE PROCESSING TECHNOLOGIES IN MAKING WHAT MIGHT BE CALLED THE "IDEAL MATERIALS SELECTION." MANUFACTURING TECHNOLOGY IN THE 80'S WILL PROVIDE THE DESIGNER WITH GREATER MATERIALS SELECTABILITY BY PROVIDING PROCESSES WHICH PRODUCE NEW MATERIALS WITH UNIQUE PROPERTIES AND WHICH ALLOW MORE VARIED MATERIALS TO BE USED IN OUR PRODUCTS. ANOTHER THRUST IN THE EIGHTIES WILL BE TOWARDS MORE AUTOMATED PROCESSING. AS THE COST OF COMPUTERS AND MICROPROCESSORS HAS DECREASED, THE DRIVE TOWARD APPLYING THEM TO THE OPTIMAL CONTROL OF METALS PROCESSING HAS INCREASED. THIS TREND IS EVIDENT TODAY AND WILL CONTINUE TO GROW IN THE 80'S. LASTLY, I SEE THE SERVICES PAYING MORE ATTENTION TO THE ENERGY USED IN PROCESSING METALS. WITH ENERGY COSTS INCREASING AS THEY HAVE AND WITH THE SUPPLIES OF CERTAIN ENERGY SOURCES BECOMING MORE TENUOUS, THE NEED TO CONSERVE THIS RESOURCE THROUGH IMPROVED MANUFACTURING TECHNOLOGY BECOMES GREATER. NOW LETS EXAMINE THE KINDS OF EFFORTS WHICH WILL BE MADE IN EACH OF THESE THRUSTS.

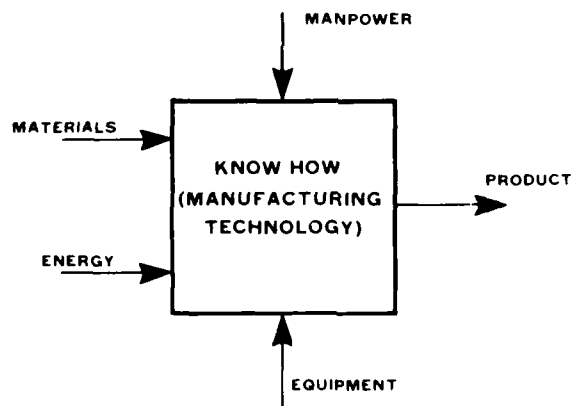
## METALS TECHNOLOGY THRUSTS SHOULD STRIVE TO

- ENSURE ADEQUATE RESOURCES
- EFFICIENTLY USE OUR RESOURCES
- PROVIDE ADEQUATE KNOW HOW

CONSEQUENTLY, THE THRUSTS OF DOD'S METALS MANUFACTURING TECHNOLOGY PROGRAM SHOULD STRIVE TO ENSURE THAT ADEQUATE RESOURCES EXIST; THAT THESE RESOURCES ARE EFFICIENTLY USED AND THAT ADEQUATE KNOW-HOW IS PROVIDED TO PRODUCE OUR PRODUCTS IN A TIMELY AND COST-EFFECTIVE MANNER. THE THRUSTS IN METALS MANUFACTURING TECHNOLOGY IN THE EIGHTIES, THAT I ENVISION, DO STRIVE TO FULFIL THESE NEEDS.

## MANUFACTURING — WHAT IS IT?

COMBINING OF RESOURCES TO PRODUCE A SPECIFIC PRODUCT



TO ME, MANUFACTURING CAN BE DEFINED AS THE COMBINING OF RESOURCES TO PRODUCE A SPECIFIC PRODUCT. MANUFACTURING TECHNOLOGY, THEN, IS THE KNOWLEDGE REQUIRED TO COMBINE THESE RESOURCES TO YIELD THE DESIRED PRODUCT. DOD'S INTEREST IN MANUFACTURING TECHNOLOGY EXTENDS ONLY TO ITS AFFECTS ON THE PRODUCTS THAT WE BUY. DOD UNDERTAKES MANUFACTURING TECHNOLOGY EFFORTS TO ENSURE THAT OUR PRODUCTS HAVE THE DESIRED PERFORMANCE; ARE AVAILABLE WHEN WE NEED THEM; AND ARE AVAILABLE AT A COST WE CAN AFFORD. OUR PRODUCTS ARE BECOMING MORE AND MORE SOPHISTICATED. THIS INCREASING SOPHISTICATION REQUIRES BETTER MATERIALS, TIGHTER TOLERANCES AND INCREASED GEOMETRIC COMPLEXITY. THESE DEMANDS CREATE THE NEED FOR IMPROVED MANUFACTURING TECHNOLOGY SO THAT THESE PRODUCTS CAN BE PRODUCED. THE HIGH COST OF OUR PRODUCTS HAS ALSO MADE IT IMPERATIVE THAT WE LEARN HOW TO MORE EFFICIENTLY USE OUR RESOURCES. SOME OF THE RESOURCES USED IN MANUFACTURING OUR PRODUCTS HAVE BECOME LIMITED AND PROJECTIONS OF FUTURE SUPPLIES OF THESE AND OTHER RESOURCES ALSO SHOW POTENTIAL LIMITATIONS. THESE LIMITATIONS CREATE THE NEED FOR IMPROVED MANUFACTURING TECHNOLOGY TO ENABLE TIMELY DELIVERY OF OUR PRODUCTS.



## **METALS MANUFACTURING TECHNOLOGY IN THE EIGHTIES**

### **ANSWERING THE QUESTION**

- RECENT HISTORY
- TECHNOLOGY OPPORTUNITIES
- TECHNOLOGY NEEDS

NOW LET ME TURN YOUR ATTENTION TOWARD THE FUTURE - THE FUTURE OF METALS MANUFACTURING TECHNOLOGY. IN ANSWERING THE QUESTION OF WHAT KINDS OF PROJECTS WILL BE FUNDED DURING THE EIGHTIES IN THE METALS AREA, WE NEED TO EXAMINE RECENT HISTORY TO IDENTIFY TRENDS THAT WILL BE EXTRAPOLATED INTO FUTURE; FUTURE TECHNOLOGY OPPORTUNITIES THAT MIGHT BE EVIDENT IN THE RESEARCH AND DEVELOPMENT AREA; AND THE TECHNOLOGY NEEDS WHICH MUST BE ADDRESSED FOR THE FUTURE. I HAVE CONSIDERED THESE FACTORS AND THEY ARE REFLECTED IN THE TRUSTS I HAVE IDENTIFIED. BUT I WOULD LIKE TO BEGIN ANSWERING THE QUESTION BY EXAMINING WHAT MANUFACTURING IS AND WHAT SOME OF ITS NEEDS ARE AND WILL BE IN THE FUTURE.

### **NEW TASKS**

#### **JOINT EFFORTS**

- AUTOMATED CHEMICAL SOLUTION MONITORING

AS A RESULT OF THIS YEAR'S SUBCOMMITTEE MEETING, WE IDENTIFIED ONLY ONE NEW TASK FOR THIS YEAR. IT DEALS WITH AUTOMATED CHEMICAL SOLUTION MONITORING. THE ARMY AND AIR FORCE HAVE PROGRAMS IN THIS AREA AND WILL EXPLORE THE POSSIBILITY OF JOINTLY FUNDING THIS EFFORT.

### **WORKSHOPS AND SEMINARS**

- MINI-SYMPOSIUM
- LASER MANUFACTURING TECHNOLOGY WORKSHOP
- PROTECTIVE COATINGS WORKSHOP

THE SUBCOMMITTEE HAD ALSO PLANNED TO HOST THREE WORKSHOPS AND SEMINARS. THE MINI-SYMPOSIUM WILL BE GIVEN ON WEDNESDAY. IT HIGHLIGHTS SOME OF OUR JOINTLY FUNDED EFFORTS. I INVITE YOU TO ATTEND WHAT I THINK WILL BE AN INFORMATIVE AND WORTHWHILE SESSION. THE TWO PLANNED WORKSHOPS WERE NOT HELD. WE EXPERIENCED DIFFICULTY IN GETTING PEOPLE TOGETHER TO PLAN AND EXECUTE THEM BECAUSE OF THEIR PRESSING WORKLOADS AND THEIR DIFFICULTY IN OBTAINING TRAVEL FUNDS. WE HOPE TO HOLD THEM IN THE COMING YEAR.

## ACCOMPLISHMENTS

### ● JOINT EFFORTS FORMED

- PREMIUM SUPERALLOY CASTINGS
- SMALL ARMS WEAPONS TECHNOLOGY

### ● JOINT EFFORTS STILL BEING NEGOTIATED

- MONOCRYSTAL BLADES
- AUTOMATION OF CONVENTIONAL WELDING PROCESSES
- METAL REMOVAL

DURING THE PAST YEAR, THE SUBCOMMITTEE HAS BEEN RESPONSIBLE FOR FORMING TWO JOINT EFFORTS. LAST YEAR, I REPORTED THAT THE NAVY AND AIR FORCE HAD FORMED A JOINT EFFORT TO ESTABLISH THE TECHNOLOGY FOR PRODUCING PREMIUM SUPERALLOY CASTINGS. THIS YEAR, THE ARMY HAS JOINED THE NAVY AND AIR FORCE IN PURSUING THIS TECHNOLOGY. THE OTHER JOINT EFFORT WAS FORMED BETWEEN THE ARMY AND AIR FORCE FOR ESTABLISHING SMALL ARMS WEAPONS TECHNOLOGY. THIS EFFORT SUPPORTS THE ESTABLISHMENT OF TECHNOLOGY WHICH WILL BE USED IN MODERNIZING .50 CALIBRE TO 40MM SMALL ARMS BARREL PRODUCTION. SINCE MUCH OF THE EQUIPMENT USED TO MAKE THESE BARRELS IS GOVERNMENT OWNED, THE ARMY AND THE AIR FORCE ARE CURRENTLY NEGOTIATING A JOINTLY FUNDED FOLLOW-ON EQUIPMENT REPLACEMENT PROGRAM. THIS JOINT PROGRAM ILLUSTRATES THE POINT I MADE EARLIER CONCERNING COOPERATIVE TECHNOLOGY MODERNIZATION EFFORTS. IT WAS NOT THE PARTICULAR TECHNOLOGIES BEING INVESTIGATED IN THIS PROJECT WHICH LED TO THE COOPERATIVE EFFORT BUT, RATHER, THE COMMON NEED FOR SMALL ARMS BARRELS BY THE ARMY AND AIR FORCE.

SOME OF THE TASKS WE BEGAN THIS YEAR ARE STILL IN PROGRESS. THE NAVY AND AIR FORCE HAD PROGRAMS FOR ESTABLISHING MANUFACTURING TECHNOLOGY FOR MONOCRYSTAL BLADES. BECAUSE OF THE UNCERTAINTY ASSOCIATED WITH THE NAVY PROGRAM, THIS JOINT EFFORT COULD NOT BE FORMED. HOWEVER, THE ARMY HAS NOW EXPRESSED INTEREST IN JOINING THE AIR FORCE PROGRAM. THE DETAILS ARE CURRENTLY BEING NEGOTIATED.

THE NEXT TWO TASKS HAVE BEEN IN PROGRESS FOR OVER A YEAR AND WHILE AT THIS TIME IT DOES NOT APPEAR THAT EITHER TASK WILL RESULT IN JOINTLY FUNDED EFFORTS, A CONSIDERABLE EXCHANGE OF INFORMATION AND COORDINATION HAS TAKEN PLACE. THE ARMY IS INITIATING AN FY81 PROJECT FOR AUTOMATION OF CONVENTIONAL WELDING PROCESSES WITH A GREAT DEAL OF INPUT FROM THE OTHER TWO SERVICES. WE ALSO RECOGNIZE THAT THERE ARE OTHER GOVERNMENT AGENCIES, PARTICULARLY THE COMMERCE DEPARTMENT AND NASA, WHO ARE ALSO PURSUING THIS TECHNOLOGY. WE ARE, THEREFORE, TENTATIVELY PLANNING TO HOST A GOVERNMENT/INDUSTRY WORKSHOP IN THIS AREA. THE PURPOSE OF THIS WORKSHOP WOULD BE TO DISPLAY THE VARIOUS GOVERNMENT AGENCIES PROGRAMS, IDENTIFY POTENTIAL OVERLAP AND SOLICIT INDUSTRY INPUT TO THESE PROGRAMS.

THE METAL REMOVAL AREA IS DOMINATED BY THE ARMY AND AIR FORCE. IN MARCH OF THIS YEAR, THE ARMY HOSTED A MEETING AT NATERYLIET ARSENAL. THE PURPOSE OF THIS MEETING WAS PRIMARILY TO COORDINATE THE METAL REMOVAL EFFORTS WITHIN THE ARMY. PUT IN RECOGNITION OF THE AIR FORCE'S ROLE IN THIS TECHNOLOGY, THEY WERE ASKED AND DID PARTICIPATE IN THIS MEETING. THIS EXCHANGE PROVED FRUITFUL AND THE NEED FOR FURTHER EXCHANGES OF INFORMATION WAS IDENTIFIED. THE ARMY AND NAVY HAVE ALSO PARTICIPATED IN THE AIR FORCES MACHINE TOOL TASK FORCE WHOSE RESULTS WERE PRESENTED TO INDUSTRY AND GOVERNMENT PERSONNEL LAST WEEK. CONTINUED COORDINATION WILL BE REQUIRED AS THE SERVICES BEGIN IMPLEMENTING SOME OF THE RECOMMENDATIONS OF THAT EFFORT.



MUNITIONS SUBCOMMITTEE OVERVIEW

by

MR. ROBERT MESUK

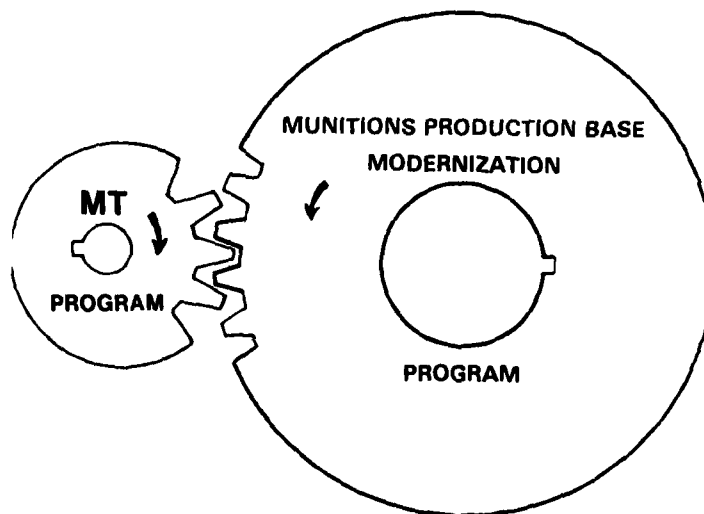
## OUTLINE

- INTRODUCTION
- MUNITIONS PRODUCTION BASE
- MUNITIONS MT PROGRAM FY70 - 80
- FY81 & 82 MT PROGRAMS/THRUSTS
- MUNITIONS SUBCOMMITTEE RESPONSIBILITIES & ORGANIZATION
- MUNITIONS SUBCOMMITTEE FY80 ACCOMPLISHMENTS
- FUTURE ACTIONS
- MUNITIONS MINI - SYMPOSIUM

## INTRODUCTION

- MTAG MUNITIONS SUBCOMMITTEE IS UNIQUE
- INVOLVES FULL SPECTRUM OF TECHNOLOGY
- REPRESENTATION ON OTHER MTAG SUBCOMMITTEES
- ENHANCE INDUSTRIAL READINESS
  - MODERNIZATION OF DOD MUNITIONS PRODUCTION BASE

## TECHNOLOGY DRIVES MUNITIONS FACILITIES



## MUNITIONS PRODUCTION BASE

### INDUSTRY FACILITIES

- METAL PARTS
- COMPONENTS

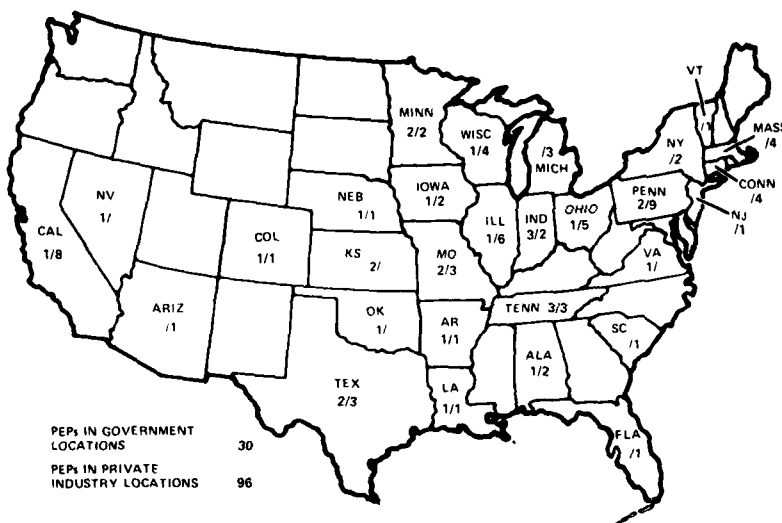
### CONTRACTOR OPERATED FACILITIES

- LOAD, ASSEMBLE & PACK
- PROPELLANTS & EXPLOSIVES

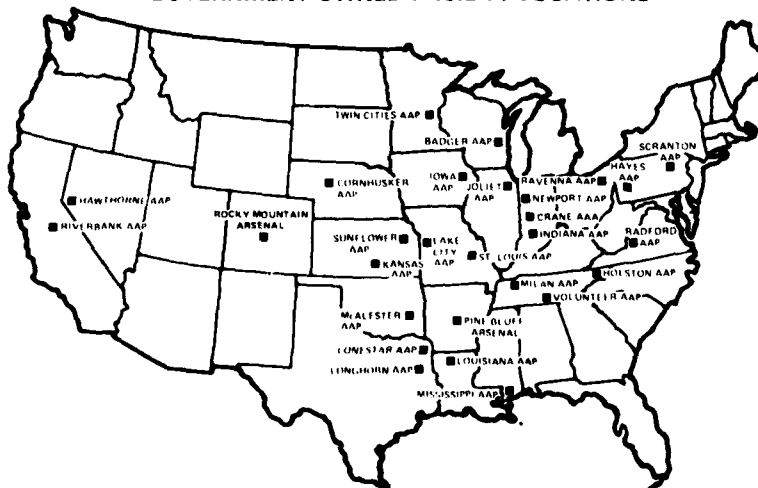
### GOVERNMENT OPERATED FACILITIES

- CHEMICAL MUNITIONS

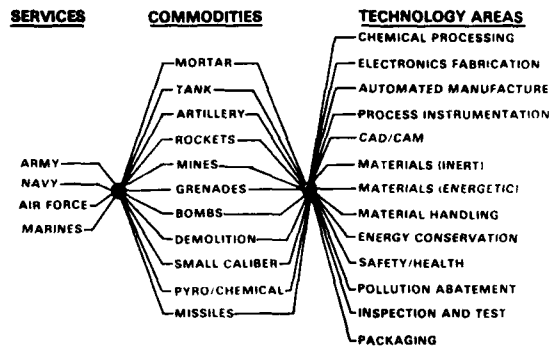
### PEP LOCATIONS



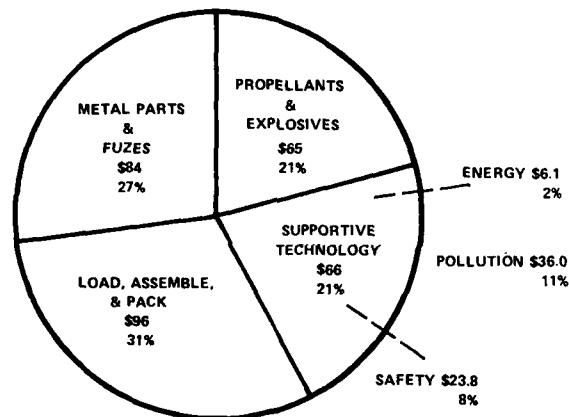
### DOD CONVENTIONAL AMMUNITION PRODUCTION BASE GOVERNMENT OWNED FACILITY LOCATIONS



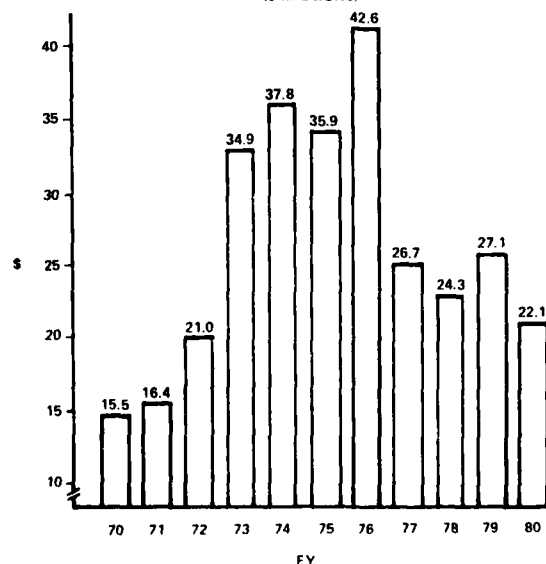
## MUNITIONS SCOPE OF MT ACTIVITIES



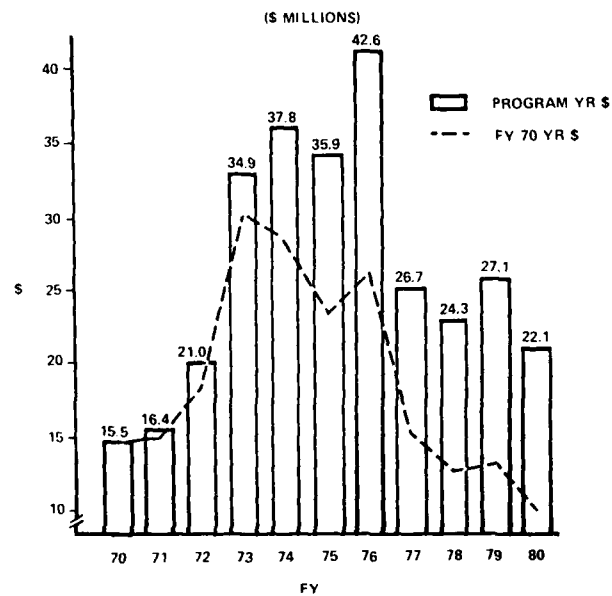
## MANUFACTURING TECHNOLOGY PROGRAM FY70-80 TOTAL \$310 MILLION



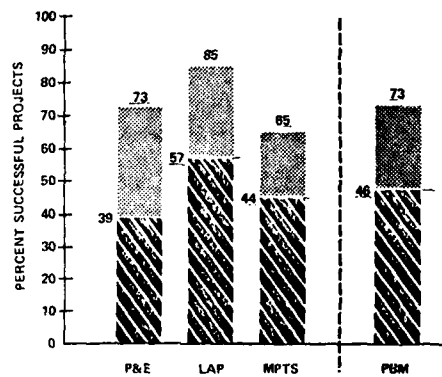
## THE MMT PROGRAM (\$ MILLIONS)



## THE MMT PROGRAM

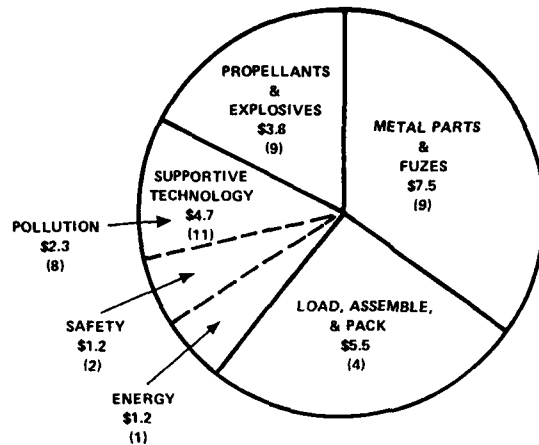


## MMT PROGRAM EFFECTIVENESS BY FUNCTIONAL AREA



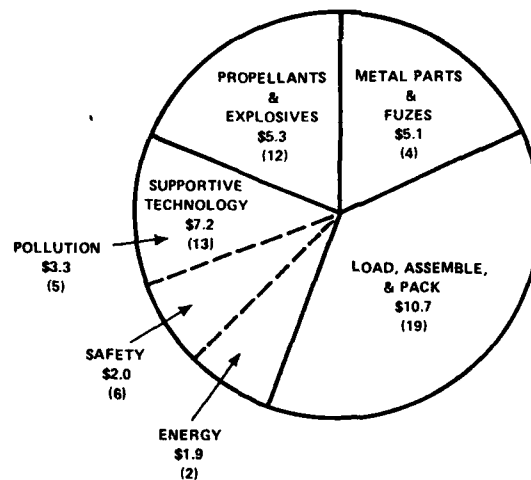
## MANUFACTURING TECHNOLOGY PROGRAM FY81 BUDGET

**\$21.5 MILLION  
(33 PROJECTS)**



## MANUFACTURING TECHNOLOGY PROGRAM FY82 BUDGET

**\$28.3 MILLION  
(48 PROJECTS)**



## MAJOR THRUSTS MUNITIONS MT PROGRAM

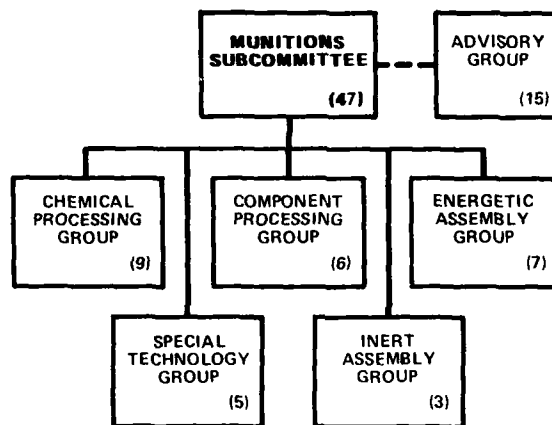
- PRODUCTIVITY
- COST REDUCTION
- NEW PROCESS DEVELOPMENT
- SAFETY
- ENERGY CONSERVATION
- POLLUTION ABATEMENT
- QUALITY
- READINESS



## SUBCOMMITTEE RESPONSIBILITIES

- ASSESS & COORDINATE PROPOSED MT PROJECTS FOR:
  - COMPATIBILITY WITH DOD MT PROGRAM OBJECTIVES
  - DUPLICATION OF EFFORT
  - JOINT FUNDING
- IDENTIFY & PROPOSE SOLUTIONS TO ANTICIPATED PRODUCTION PROBLEMS
- RECOMMENDED AREAS OF IMPLEMENTATION & PROVIDE TECHNOLOGY TRANSFER FOR COMPLETED PROJECTS
- MAINTAIN KNOWLEDGE OF CURRENT STATE-OF-THE-ART PRODUCTION PRACTICES
- INTERACT WITH INDUSTRY TO FOSTER INDUSTRY AS A USEFUL RESOURCE FOR PROGRAM PLANNING, COORDINATION & IMPLEMENTATION

## MUNITIONS SUBCOMMITTEE ORGANIZATION



## MUNITIONS SUBCOMMITTEE SPECIALIZED TECHNICAL GROUPS

### CHEMICAL PROCESSING

- PRIMARILY CONCERNED WITH ALL TYPES OF PROPELLANT & EXPLOSIVE MANUFACTURE. IT ALSO INCLUDES PYROTECHNICS & SPECIALIZED CHEMICAL COMPOSITIONS

### COMPONENT PROCESSING

- THIS GROUP IS INVOLVED WITH UNIT COMPONENT PROCESSES FOR PRODUCTION OF SHELL BODIES, CARTRIDGE CASES, ROCKET FINS, & OTHER METAL & NON-METAL PARTS

### ENERGETIC ASSEMBLY

- ENCOMPASSED HERE ARE ALL THE PROCESSES THAT INVOLVE AN ASSY WHICH INCLUDES AN ENERGETIC MATERIAL SUCH AS AN EXPLOSIVE OR PROPELLANT. LOAD ASSEMBLE & PACK (LAP) OF END ITEMS IS THE PRIMARY EXAMPLE OF THIS AREA

### INERT ASSEMBLY

- THIS GROUPING INCLUDES ANY ASSEMBLY OPERATION, INTERMEDIATE OR FINAL, THAT DOES NOT INCLUDE ENERGETIC MATERIALS AS A PRIMARY COMPONENT. FUZES, INERT TYPE MUNITIONS & SUBASSEMBLIES ARE TYPICAL ITEM EXAMPLES

### SUPPORTIVE TECHNOLOGY

- CONCERN OF THIS GROUP IS THE SPECIAL PROCESS AREAS SUCH AS POLLUTION ABATEMENT, SAFETY, HEALTH & ENERGY

## MTAG MUNITIONS SUB-COMMITTEE FY80 ACCOMPLISHMENTS

### 23 APRIL 80 CONFERENCE

- TRI-SERVICE REVIEW OF FY81 MT PROGRAM
- ARMY FIVE YEAR MT PLAN
- IBEA IMPLEMENTATION & EFFECTIVENESS REPORTING SYSTEM
- TECHNOLOGY DEMONSTRATION - MELT POUR & CONTROLLED COOLING PILOT PLANT

### 24 JULY 80 CONFERENCE

- REVIEWED DOD STATEMENT OF MT PRINCIPLES
- TRI-SERVICE REVIEW OF FY81/82 MT PROGRAM
- SELECTED FY80 TECH PAPERS/SUBMITTED ABSTRACTS
- TECHNOLOGY DEMONSTRATION - DRYING OF LOW DENSITY BALL PROPELLANT

### 30 SEPTEMBER 80 CONFERENCE

- DRY RUN TECH PAPERS
- DEVELOP FUTURE SUB-COMMITTEE PLANS

## MTAG MUNITIONS SUB-COMMITTEE CY80 MM&T PROJECT DEMONSTRATIONS

<u>DATE</u>	<u>PROJECT TITLE</u>	<u>LOCATION</u>
FEB	AUTO PRODUCTION EQUIPMENT FOR ASSY OF M692 ADAM MINE	LOUISIANA AAP
MAY	CONTINUOUS PROPELLANT DRYING, SALT COATING & GLAZING	BADGER AAP
MAY	SMOKE MIX FACILITY	PINE BLUFF ARSENAL
JUN-OCT	SEPARATION OF FINE EXPLOSIVES FROM SPENT ACID AND/OR WATER SLURRIES	HOLSTON AAP
JUN-DEC	BALL PROPELLANT PILOT PLANT STUDIES	BADGER AAP

## MTAG MUNITIONS SUB - COMMITTEE CY80 MM&T PROJECT DEMONSTRATIONS (CONT'D)

<u>DATE</u>	<u>PROJECT TITLE</u>	<u>LOCATION</u>
SEP/OCT	ONE PIECE SKIN ROLLING MACHINE - FAE II	KURT MFG, MINNEAPOLIS, MINN
OCT	ACCEPTANCE OF SINGLE BASE PROPELLANT MADE BY THE CONTINUOUS AUTOMATED PROCESS	RADFORD AAP
OCT/NOV	90PPM CONTINUOUS MOTION M42/M46 GRENADE/ FUZE ASSEMBLY MACHINE	KANSAS AAP
NOV	PRODUCTION TECHNIQUE FOR IMPROVED WP 155MM XM825	ARRADCOM, EDGEWOOD, MD
NOV	DRYING OF LOW DENSITY BALL PROPELLANT	ARRADCOM, DOVER, NJ
NOV/DEC	EQUIPMENT TO LAP CENTER CORE PROPELLANT CHARGES	CRANE AAP

## **FUTURE ACTIONS**

- CONTINUE SUBCOMMITTEE EFFORTS
- INTEGRATE DOD MT PRINCIPLES
  - PROGRAM PLANNING
  - PROGRAM MANAGEMENT
- ENHANCE COORDINATION WITH INDUSTRY
- IMPROVE IMPLEMENTATION & TECHNOLOGY TRANSFER

## **MUNITIONS MINI-SYMPOSIUM**

### **COMPONENT PROCESSING**

- ONE PIECE SKIN/DIE CAST TAILCONE FOR FAE II
- MANTECH PLANNING/PROGRAM FOR 120MM AMMUNITION
- SIMULATION OF PRODUCT THROUGHPUT FOR PROJECTILE METAL PARTS PRODUCTION LINE

### **CHEMICAL PROCESSING**

- SEPARATION OF FINE EXPLOSIVES FROM ACID OR WATER SLURRIES (BIRD-PANNEVIS FILTER)
- IMPROVE PRESENT PROCESS FOR MANUFACTURE OF HMX

### **ENERGETICS ASSEMBLY**

- DEVELOPMENT OF PRODUCTION LOADING TECHNIQUES FOR THE 105MM HEAT-T M456A1 PROJECTILE
- AUTOMATIC HIGH SPEED ON LINE CARTRIDGE CASE INSPECTION SYSTEM

## **MUNITIONS MINI - SYMPOSIUM (CONT'D)**

### **INERT ASSEMBLY**

- COMPUTER AIDED REGULATION OF M577 FUZE TIMER
- HYDROSTATIC EXTRUSION OF FUZE PRECISION PINIONS

### **SPECIAL TECHNOLOGY**

- UNIQUE FIRE SUPPRESSANT DELUGE SYSTEMS TO PREVENT EXPLOSIONS
- REMOVAL OF EXPLOSIVES FROM PROJECTILES USING CAVITATING FLUID JETS

### **OTHER (PRODUCT ASSURANCE)**

- DYNAGUN BALLISTIC SIMULATOR
- APPLICATION OF RADAR TO BALLISTIC ACCEPTANCE TESTING OF AMMUNITION (ARBAT)



NON-METALS SUBCOMMITTEE OVERVIEW

by

MR. ROBERT TOMASHOT

The formal meetings held by the Subcommittee during the past year are listed in Figure 1. Highlight among these was a Subcommittee-Industry workshop held on the subject of in-process controls (Figure 2). The workshop was the result of past years tri-service project coordination wherein it was noted that all three services were conducting or planning projects that dealt with controlling key aspects as an integral part of the manufacturing process, such as during the fabrication of a composite component or an adhesive bonded structure, for improved quality or productivity. The workshop was highly beneficial and achieved our goal of assessing the state-of-art technology for this area and providing industry feedback on technology gaps and suggested future programs.

Through subcommittee contacts, we also were able to have Army and Navy participation in a ICAM/Composite workshop (Figure 3) which resulted in detailed roadmaps for introduction of the ICAM planning methodology into composites fabrication and the exploitation of the computer for reduction of indirect costs. With the assistance of Industry, required enabling technologies for composite component fabrication at the factor level were identified.

During coordination of the FY 82 program, the Subcommittee conducted a detailed review of forty-four planned projects with a total FY 82 dollar value of about twenty-five million. By subject and service, the breakout of this total amount is shown in Figure 4. Project activity on structural composites continues to be a major percentage of the nonmetals program because of the common tri-service interest in improved manufacturing techniques for helicopter, aircraft and missile components.

Figure 5 lists the major composite manufacturing thrusts representative of the combined efforts of the three services. The Army is continuing major efforts in filament winding to include both the spar and the airfoil of helicopter rotor blades by this technique, and also extend the filament winding process to higher temperature gearbox housing components by the use of polyimide matrix. Both the Army and Air Force have planned programs which will utilize the filament winding process for manufacture of cylindrical shapes representative of fuselage structure.

The Air Force plans to continue major efforts on automation of the laminating process, and extend automation and cost reduction efforts into the assembly area.

Each of the services plan to sponsor process improvement programs which address specific high cost or troublesome areas in composite fabrication, such as tooling, re-usable bagging, and non-autoclave curing.

The Navy is continuing their dominant role in metal matrix composites (Figure 6) with programs to provide the most suitable forms of material for composite fabrication, and demonstration of processes for fabrication of structural shapes with graphite-aluminum material.

In the carbon-carbon composites area (Figure 7), the major thrusts are on efforts which can assure the producibility and availability of strategic missile components. The process for manufacture of rocket nozzle billets is lengthy and expensive, and the major thrusts are establishing both lower cost and more reliable processes. Other thrusts in this area include the establishment of a satisfactory and reproducible process for manufacture of large area missile exit cones.

Figure 8 is included to show a listing of some of the accomplishments coming from the tri-service non-metals program. Although the emphasis in subcommittee activity is on structuring the best possible future program, implementation of successful developments is most important to realize benefits of the Manufacturing Technology Program.

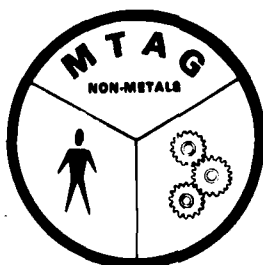
Short term benefits of subcommittee and MTAG coordination is indicated by Figure 9. During review of the planned FY 82 program, a significant number of projects and related project resources were identified which have the potential of more efficient management with continued coordination by subcommittee activities.

**CY 80  
SUBCOMMITTEE ACTIVITIES**

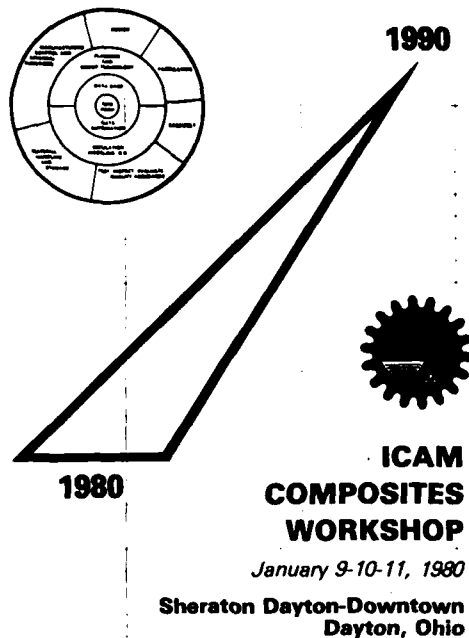
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<b>APR 80</b>	<b>SUBCOMMITTEE MEETING</b>	<b>ALBUQUERQUE</b>
<b>MAY 80</b>	<b>NON-METALS PROCESSING WORKSHOP</b>	<b>ALBUQUERQUE</b>
<b>JULY 80</b>	<b>SUBCOMMITTEE MEETING</b>	<b>SIKORSKY, STRATFORD</b>
<b>SEPT 80</b>	<b>PROGRAM COORDINATION WITH AIA</b>	<b>GRUMMAN, MILLEDGEVILLE</b>
<b>OCT 80</b>	<b>NON-METALS MINI-SYMPOSIUM</b>	<b>BAL HARBOUR</b>
<b>FEB 81</b>	<b>TRI-SERVICE COMPOSITES MFG REVIEW</b>	<b>ORLANDO</b>

**TRI-SERVICE SYMPOSIUM  
IN-PROCESS  
QUALITY CONTROL FOR  
NON-METALLIC MATERIALS**



**30 APRIL-1 MAY 1980  
ALBUQUERQUE, NEW MEXICO**



### NON-METALS TECHNICAL-COST BREAKOUT FY 82 (\$K)

	ARMY	NAVY	AIR FORCE	TOTAL
ORGANIC COMPOSITES	7,025	270	4,450	11,745
METAL MATRIX COMPOSITES	1,250	0	300	1,550
CARBON-CARBON COMPOSITES	1,050	0	2,300	3,350
ELASTOMERS	1,648	1,490	400	3,538
LUBRICANTS	172	0	300	472
FIBERS	875	0	400	1,275
ADHESIVES	380	0	1,500	1,880
PLASTICS	492	0	400	892
	12,892	1,760	10,050	24,702

## **COMPOSITES MANUFACTURING THRUSTS**

---

- **FILAMENT WINDING**
  - ROTOR BLADE, SPAR, AIRFOIL
  - POLYIMIDE MATRIX
- **AUTOMATION**
  - FABRICATION
  - ASSEMBLY
- **CYLINDRICAL SHAPES**
  - HELICOPTER STRUCTURE
  - FUSELAGE STRUCTURE
- **PROCESS IMPROVEMENTS**
  - TOOLING
  - BAGGING TECHNIQUES
  - NON-AUTOClave

## **METAL MATRIX COMPOSITES MANUFACTURING THRUSTS**

---

- **OPTIMUM PROCESSING CONDITIONS**
  - REINFORCEMENT, MATRIX COMBINATIONS
- **TOOLING FOR STRUCTURAL SHAPES**
- **COMPONENT MFG. FOR REPRODUCIBILITY, COST DATA**



# **CARBON-CARBON COMPOSITES**

---

## **MAJOR THRUSTS**

- **INDUSTRY CAPABILITY; PRODUCIBILITY**
- **REDUCED PRE-FORM, DENSIFICATION COSTS**
- **LOW COST, RANDOM FIBER NOZZLES**
- **LARGE AREA CONE STRUCTURES**

## **NON-METALS MANUFACTURING HIGHLIGHT PROJECTS/ACCOMPLISHMENTS**

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### **ARMY**

**LOW COST  
COMPOSITE ROCKET  
NOZZLE**

**HIGH VOLUME PRODUCTION  
TECHNIQUE FOR  
ROCKET MOTOR CASE**

**COMPOSITE REAR  
FUSELAGE COMPONENT  
MANUFACTURE**

**COMPOSITE ENGINE  
INLET PARTICLE  
SEPARATOR**

### **NAVY**

**LOW COST  
FOAMED RADOME**

**COMPOSITE MISSILE  
WING FABRICATION**

**METAL FACED  
COMPOSITE TOOLING**

### **AIR FORCE**

**AIRCRAFT CANOPY  
MFG. PROCESS**

**ADHESIVE SEAL  
PROCESS FOR  
FUEL TANKS**

**AUTOMATED COMPOSITES  
FABRICATION PROCESSES**

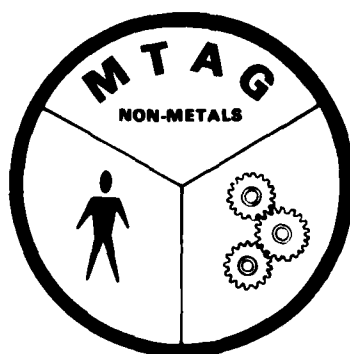
## **SUBCOMMITTEE COORDINATION**

### **PROJECT INFLUENCE**

---

	<u>VALUE (\$K)</u>
4 — POTENTIAL PROJECTS DELETED	1345
2 — JOINTLY FUNDED PROJECTS	1400
5 — POTENTIAL FOR JOINT FUNDING	5980

### **TRI-SERVICE SYMPOSIUM IN-PROCESS QUALITY CONTROL FOR NON-METALLIC MATERIALS**



**30 APRIL-1MAY 1980  
ALBUQUERQUE, NEW MEXICO**



## INFORMATION TRANSFER

MODERATOR - DR. LLOYD LEHN

Assistant for Manufacturing Technology  
Office of the Under Secretary of Defense for Research and Engineering



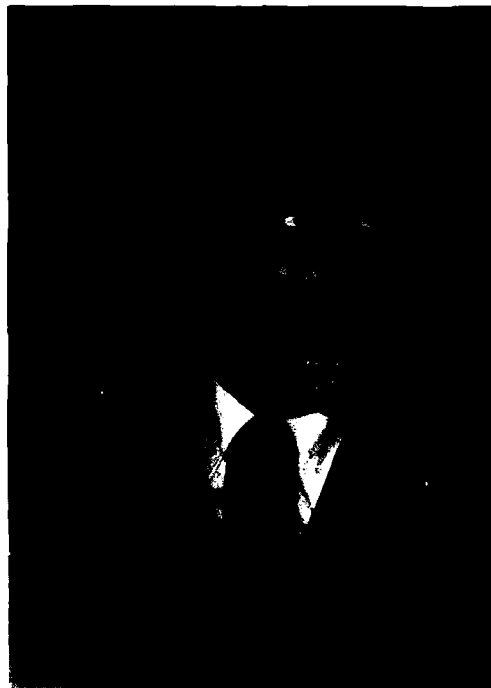
CENTER ON UTILIZATION OF FEDERAL TECHNOLOGY

by

MS. MARGERY H. KING

Acting Director, COUFT

Presentation not available for publication



INFORMATION SERVICES AVAILABLE FROM DTIC

by

MR. PAUL KLINEFELTER

Deputy Director of Data Base Services  
Defense Technical Information Center

## Information: A Basic R&D Management Tool



"USDR is responsible for a highly diverse and widely deployed research, development, and acquisitions program of over \$65 billion per year.



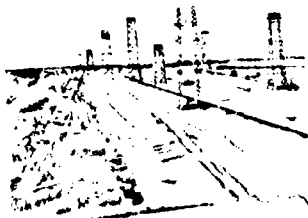
"Because research and development is essential to the nation's defense, efficient and effective management of resources is critical.



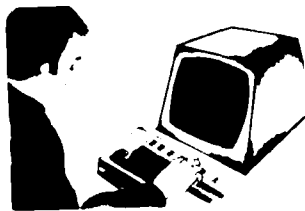
"A basic tool used in the management of these resources is information—information on past, current, and proposed technical projects...



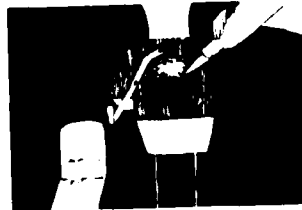
"Which is used to preclude the duplication of work. For example...



The test program was designed to evaluate the effectiveness of the weapon in various environments, including urban, rural, and coastal areas. The results of the test program were used to develop a strategy for the weapon's use.



Before undertaking the expensive test program, the Project Manager ordered a technical investigation search for previous test data on the specific weapon from the technical library.



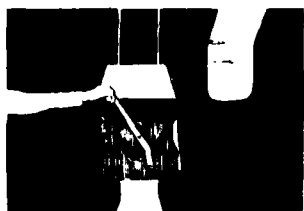
During the project, the test program was designed to evaluate the effectiveness of the weapon in various environments, including urban, rural, and coastal areas. The results of the test program were used to develop a strategy for the weapon's use.



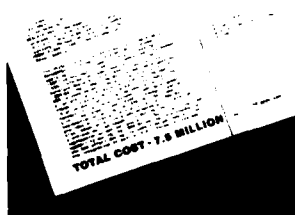
A database search revealed that an earlier test had been performed on the same weapon.



The information already obtained from the earlier tests subsequently reduced the amount of additional testing required.



The new tests required to update the information in the technical report were conducted at a cost of less than \$20,000.

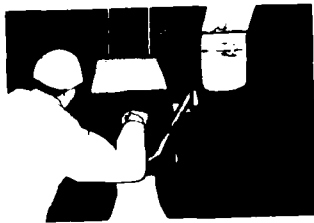


The total cost of the project was \$7.5 billion.



Thus, the library search resulted in a substantial cost avoidance.





"This illustrates a key role the Defense Technical Information program can employ in DoD's R&D.



"The acquisition, reporting, and application of effective, productive information facilitates management of the R & D processes. It is to this end . . .

## SCIENTIFIC AND TECHNICAL INFORMATION

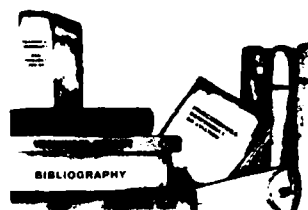
"that Defense scientific and technical information programs are dedicated. A major element of this information program is to eliminate duplication of effort and resources by encouraging and expediting the exchange of information.



"The Defense Technical Information Center--DTIC--provides focus for technical information in DoD.

## INPUT DTIC OUTPUT INFORMATION

DTIC is the contact point for information related to the DoD research, development, and acquisition efforts. It provides a computer-based information service of current, current, and historical DTIC research, development, test, and evaluation activity.



Information is available about DoD progress in meeting the needs of the research, development, test, and evaluation community. The service is available to the research, development, test, and evaluation community.



DoD directives require that each R&D project and work effort is documented in a standardized format including relevant information such as objective, approach, and conclusion. DTIC is the source for answers to such questions as:



What analysis work has been completed in a specific area of interest?





"DTIC provides a point of contact for research, development, test, and evaluation information developed within DoD. DTIC also has established a nationwide on-line network that connects individual activities with the central databases. Analytical and special informational services are also provided.



"DTIC serves DoD activities, DoD contractors, other agencies, and local government. Services also are available to participants in the DoD Potential Contractor Program--especially giving small businesses an opportunity to share state-of-the-art studies in areas of interest.



"Access to DTIC is simple--usually through the activity's technical library or direct to DTIC. Information can be requested from four databases--



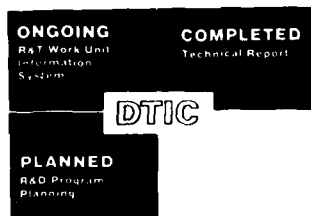
"The first of these, the R&D Program Planning Data Base, contains descriptions of planned RDT&E projects. It is a source of management information at the project and task level.



"Descriptions of ongoing individual R&D efforts are described in the R&T Work Unit Information System Data Bank. These are technical summaries including information concerning . . .



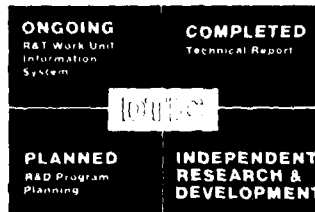
"what contract, grant, or in-house work is being done, where it is being carried out, when it is being done, how, at what costs, and who the sponsoring agency is.



"The results of completed and current DoD sponsored R&D efforts are included in DTIC's extensive collection of over one million technical reports. They are stored at DTIC in either microfilm or microfiche format.



This technical literature collection represents billions of dollars in DoD research performed by leading government and industry activities facilities.



"A fourth DTIC database includes in-formation about industry-funded research and development.



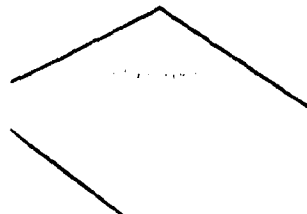
"Information in all four databases is stored in a DTIC computer located in Cameron Station, Alexandria, VA.



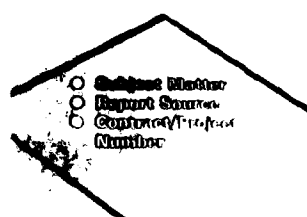
"corporate source or contributor . . .



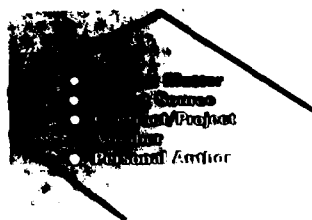
"Communications between DoD managers and scientists and their counterparts in industry are enhanced by this data base, which contains proprietary information on industry projects pursued independently of DoD contracts.



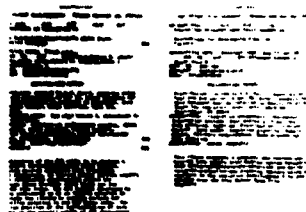
Databases may be searched by subject matter . . .



"contract number or project . . .



"personal author, or a combination of many search elements.



"Or--a listing of reports related to a project or in a specific subject area.



"Requests for DTIC searches or copies of documents can be made by mail, on-site terminal, or telephone. The requested printouts or copies of documents will be mailed to your registered address. Technical reports are distributed either as microfilm or paper copy.

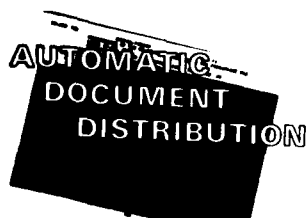


"Whatever media format--microfilm, electronic, or paper--the information is custom selected and prepared upon request.



### **CLASSIFIED and LIMITED**

"In support of local DoD activity technical libraries and information resources, DTIC provides a Technical Abstract Bulletin, or TAB, service. Every two weeks the TAB is published. It lists citations to classified or limited reports received by DTIC during the period. An annual index also is available.



"Still another service to users is provided by the Automatic Document Distribution--ADD--Program. A subscription to ADD will provide microfiche copies of new technical reports in a designated subject area every two weeks. The ADD service anticipates expressed needs. An auxiliary service is the ...



### **Unclassified and Unlimited and NATIONAL TECHNICAL INFORMATION SERVICE**

"Unclassified and unlimited technical report announcements are also distributed through the National Technical Information Service.

## **Current Awareness Bibliographies**

"Current Awareness Bibliography Program. This customized automated information service is designed for recurring subject needs from the Technical Reports database. A subscription to this service provides an individualized bibliography: every two weeks the subscriber's subject interest profile is matched against newly acquired research results and the Technical Report database.





Over 100 users at DTIC services receive real-time search response by telephone to the existing Defense Data and Information Terminals located in technical libraries and connected to the DTIC data bases.



Any registered DTIC user can connect to the DTIC data bases or use a terminal already installed. The advantage of such communication is that in addition to instant response, the original search can be refined to improve results.



\*Database searches can lead to technical information resources outside of DTIC through DoD and contractor activities.



#### INFORMATION ANALYSIS CENTERS - IAC

\*One such service is the DoD Information Analysis Centers--IAC's. There are over twenty DoD-sponsored IAC's. Some are operated by the military services. And some are sponsored by the Defense Logistics Agency with contractor-operated IAC's under the administrative control of DTIC.

METALS AND CERAMICS  
 NON-DESTRUCTIVE TESTING  
 Thermophysical and  
 Electronic Properties  
 CHEMICAL PROTECTION  
 Reliability  
 COMMAND AND CONTROL  
 and others

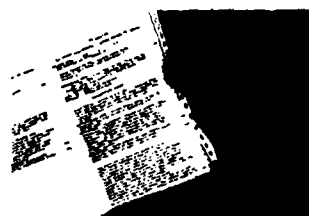
"These centers operate in critical  
 R&D areas of needed expertise.  
 Their mission is to collect, review,  
 evaluate and disseminate authorita-  
 tive technical information in a  
 variety of media.

**\$25,000,000  
 SAVINGS**

"25 million dollars a year, simply by  
 contractors using information in the  
 DTIC data bank and referral systems.

## GOVERNMENT INDUSTRY DATA EXCHANGE PROGRAM

"Another such contractor service is  
 the Government-Industry Data Exchange  
 Program--GIDEP. This exchange has  
 enabled DoD to save as much as . . .



"No technical information program  
 is more effective than the data  
 contained. For that reason, it is  
 vital that all individuals responsible  
 for DoD RDT&E ensure that the results  
 of their efforts are entered into the program.

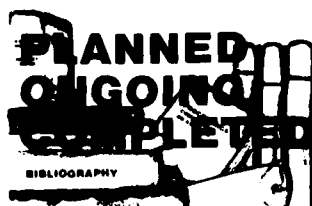


## DTIC

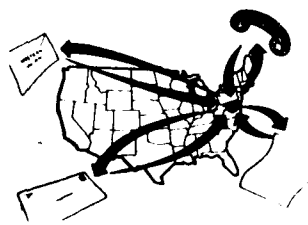
"Sources and contributors of relevant technical information span the spectrum of the DoD management and scientific community, other government agencies, academic institutions, and foreign nations.



"As the principal source or contributor, your active support is needed if you are engaged in the management of RD&E for the Department of Defense.



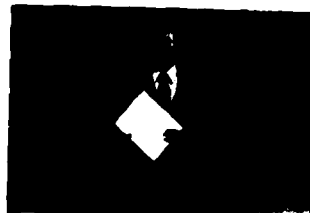
"Conscientious input to the formal technical information system of reports and data of any DoD-sponsored or co-sponsored research . . . planned research . . . ongoing research . . . or completed research--are required in an effective database needed . . .



"to ensure the continuous exchange of information within the DoD community--and to assist in the prevention of duplication and waste.



"DTIC has an unparalleled record for security and control of access to the data entrusted.



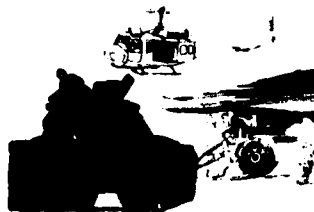
"DTIC must rely on the diligence of the R&D managers to ensure that data bases are current and complete.



"Not every DTIC database user will be able to save 7.5 million dollars.



Some savings will be much less. But there is always the possibility that savings could be much more. But whatever the specific amount,



"Users of DTIC can be assured that they are taking an important step to avoid unnecessary work.



"The Defense Technical Information Center exists to serve the DOD R&D community in providing a basic R&D management tool--information.

For Further Information, Contact:

**DEFENSE TECHNICAL  
INFORMATION  
CENTER**

**Cameron Station  
Alexandria, Virginia  
22314**

**(202) 274-7633  
Autovon 28-47633**

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**DEFENSE TECHNICAL INFORMATION CENTER**  
Your Partner in R&D

**DEFENSE LOGISTICS AGENCY  
CAMERON STATION  
ALEXANDRIA, VIRGINIA**



ARMY MANUFACTURING TECHNOLOGY  
DATA BASE SYSTEM

by

MR. JOHN PETRONE

U.S. Army Industrial Base Engineering Activity

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Good evening. As we all know, the role of information transfer within the technical community can be an important key to increased productivity. Enhancing the transfer of technical information and increasing the amount of this information are recommendations of studies that have been made at the highest levels of government. In fact, one of the main purposes of this annual MTAG Conference is to exchange technical information, and the growing attendance at these conferences attests to the desire and the need for this information.

You have heard briefings on technical information initiatives being planned at the department level; both outside DoD and at DoD. Narrowing the scope somewhat, I will talk on the operational information system that is in use for the Army's manufacturing methods and technology program.

#### CHART 1 (ARMY MMT PROGRAM)

As a frame of reference, this chart shows some statistics concerning the Army's MMT program. It is evident from the numbers that a substantial amount of technical work and information was, is, and will be generated within the program. It is the transfer of this information that is of interest at this meeting.

#### CHART 2 (INFORMATION RESOURCES)

Before discussing the transfer methods, it is well to identify the vehicles through which information can be made available. This chart depicts the two main resources, the MTMIS and recurring informational reports. Each will be discussed separately with emphasis on the MTMIS since in addition to being used independently, it is also used directly or indirectly in the publication of most of the recurring reports.

#### CHART 3 (MTMIS)

The Army's MMT information is centralized around the Manufacturing Technology Management Information System. Because of the ills that are attendant with automated management information systems, a very conservative approach was taken in developing the MTMIS. The actual development started in July 1976 and the system became operational in August 1978.

Some facts concerning the MTMIS are as follows: the system resides on CDC computers and obtains its power to have information sorted, ordered, and retrieved through the use of a generic data base management system called System 2000, a commercial package highly utilized in DoD. The small to medium size data base, containing 13,000,000 characters, was designed primarily to be used in a management role, vis a vis a library role. Specifically, the automated MTMIS was developed to aid in keeping track of an expanding program, the individual projects of which can span a period of 7 years. Because of the role for which the data base was designed, the content of the data base is not geared towards significant amounts of full text, but rather short key words or phrases. The textual fields that do exist are limited by design to 50 words or less. What type of data then can be provided from this MTMIS? That can best be explained by discussing the type of data that is maintained in it.

#### CHART 4 (DATA BASE CONTENTS)

The MTMIS contains project data obtained during all phases of its life cycle; planning, budgeting, execution, and implementation. This life cycle can extend to 7+ years.

The next series of charts will display the type of data captured during each of these phases along with some quantitative data which can give you a feel for the amount of data available.

#### CHART 5 (PLANNING DATA)

In addition to effort identification and future funding requirements, problem/solution statements and various descriptors are added during the planning phase of a project.

#### CHART 6 (BUDGETING DATA)

Upon submission of P-16's, additional data is added to a project's record. Further project identification, points of contact, and additional technical descriptors, such as process, MTAG category, and end item are input to the MTMIS at this time.

#### CHART 7 (EXECUTION DATA)

Milestone data, fiscal obligations data, contract information, and work summary information are added during the execution cycle. The technical report acknowledgement input (in lieu of tech report text) is one example of the data base being management oriented rather than library oriented.

#### CHART 8 (IMPLEMENTATION DATA)

After a project is completed, follow-up is made on an annual basis to determine the implementation status. Pertinent data of the type shown here is gathered and kept to aid in showing the benefits of the program.

That very briefly describes the type of data that is maintained in the MTMIS. (Detailed data descriptions are available upon request.) Obviously, anything maintained in it can be transferred out of it. As touched on earlier, the mechanism for this transfer is the use of an English-like Data Base Management System (DBMS) which, through simple English commands sorts, orders, and retrieves information which is qualified by the user.

#### CHART 9 (SYSTEM 2000 COMMANDS)

For those of you who are not acquainted with System 2000 or DBMS'S in general, this chart shows some typical English-like commands which might be used to retrieve information from the data base.

#### CHART 10 (MTMIS INFORMATION TRANSFER)

The utilization of this software to transfer ad hoc information from this MTMIS can take place in two ways; either directly or indirectly. Direct transfer involves personally accessing the data base. Hardware and software knowledges required normally make this advantageous only for the frequent user. More typically, access is of an indirect nature whereby a user's request is directed to IBEA personnel who in turn access the data base.

#### CHART 11 (MTMIS IMPROVEMENTS)

The last chart on the MTMIS explains some of the work being done for future improvements to the system. As mentioned early, the MTMIS was not developed as a textual, library type data base. It is doubtful whether its primary use will ever be in that area. However requests over the past two years have pointed out some areas where additional textual data might be beneficial. Work is being done to determine the effects of capturing and storing textual data (250 - 1,000 words) related to two data fields; work objective and scope of work.

Some preliminary work has been done to determine the desirability of moving the data base to an IBM mainframe in order to take advantage of the increased power that the software has on its IBM version. This work will continue and be implemented if it can satisfy demonstrated needs without burdening the system with cost ineffective overhead.

#### CHART 12 (RECURRING INFORMATIONAL REPORTS)

The other vehicle mentioned at the outset for transferring MT information was the recurring informational report. I will briefly discuss the contents and publication dates of the 10 recurring informational sources shown on this chart. Concerning distribution, the first seven reports, published by IBEA, have standard distribution lists, to include industry associations, and DTIC. No direct distribution is routinely made to industry. Normally, some extra copies of these documents are maintained at IBEA and provided to individuals who make specific requests for specific documents. Upon depletion of IBEA's extra copies, requestors are provided accession numbers and referred to DTIC.

The 8th and 9th report are available through subscription services and MMT technical reports are distributed by the commands executing the work and are available through NTIS.

#### CHART 13 (PROGRAM PLAN)

The MMT Program Plan is published annually, typically in September. In the future, this plan will be published in August as specified by the new regulation. This document lists the Army's MMT projects being planned. It covers 5 years, starting with the current FY and extending out 4 additional years. The plan just published covers FY 80-84. Included in the document is a project title, brief problem and solution statements, and proposed funding. Additionally, as a guide for industry, the appendices contain informational data on the Army's MMT program. It is collated by commodity command, and then by standardized category and component identifiers.

#### CHART 14 (EXECUTION REPORT)

This report is published twice a year; typically in March and September. It contains a listing of all the MMT projects under execution along with each project's fiscal status and summary of work accomplished during the past 6 months. Summary statistics and trends in the MMT program are contained in appendices.

#### CHART 15 (EFFECTIVENESS REPORT)

This report is published once a year, typically in October. It contains data summarizing the success



of implementation efforts taken on completed MMT efforts.

#### CHART 16 (SUMMARY REPORT)

This report, published twice a year in June and December, summarizes the technical results of completed MMT projects. The summaries are normally derived from the final technical reports, with results of approximately 100 completed projects being contained in each report.

#### CHART 17 (ACCOMPLISHMENTS BROCHURE)

This brochure is published once a year in August. It is a compilation of hard copies of viewgraphs which are used in briefings to describe the accomplishments of the MMT program. For each completed project, there is normally one chart containing a graphic representation of the project along with data extracted from the summary report.

#### CHART 18 (MT BULLETIN)

The MT Bulletin is the Army's "MMT Newspaper." It is published quarterly in April, July, October and January. It contains news features which are deemed to be of interest to the readers of the bulletin. It is also used to further disseminate MMT policies which have been staffed as well as technical information which has been generated from on-going or recently completed projects. Some of the sections of the bulletin include: "News & Notes," "Current Events," "Computer Aided Technology," "Recently Completed Projects," "Tech Notes," and "DoD & MTAG."

#### CHART 19 (T&I QUARTERLY)

The T&I Quarterly is similar to the bulletin, except its emphasis is more on the distribution of technical information. Also rather than encompassing the MT program as a whole, it is more narrowly concerned with test and inspection only. Distribution is directed to quality assurance personnel rather than MT points of contact. Some sections of the quarterly include: "DARCOM T&I News," "T&I Technology Transfer," "T&I Technical Report Publications," and "T&I Calendar Of Events." It is published in March, June, September, and December.

#### CHART 20 (MT JOURNAL)

The MT Journal is the Army's MMT magazine. It is published quarterly and can be obtained by subscription. Each journal is published around a central theme, and the technology of on-going or complete MMT work is discussed in the magazine. Some "Themes" of recent journals include: Achievements at AVRADCOM, Chip Removal Conference, Composites, Materials Testing and Product Assurance, Joining, and Electronics.

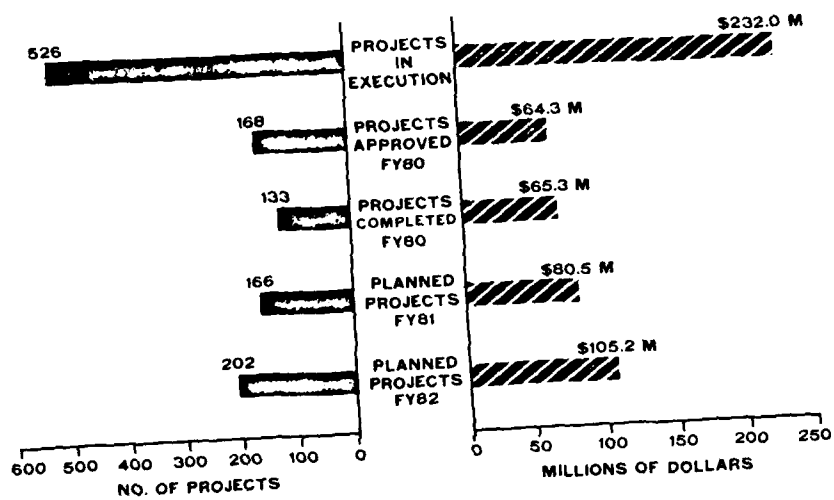
#### CHART 21 (NTIS NOTES)

This report is published by the Department of Commerce based on inputs from the Army, Navy, Air Force, NASA, Agriculture, etc. It summarizes manufacturing technical accomplishments from each of the above agencies and maintains for sale support packages which more fully describe the manufacturing process discussed in the note.

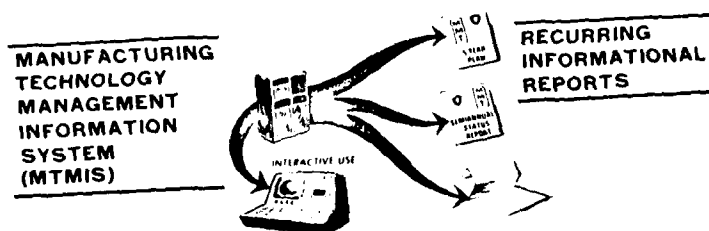
#### CHART 22 (TECHNICAL REPORT)

This is the report published by the organization which executed the project. It contains the total details of the work which was completed. It is distributed by the executing agency and is normally maintained as part of the support package by NTIS.

## ARMY MMT PROGRAM



## ARMY MT INFORMATION RESOURCES



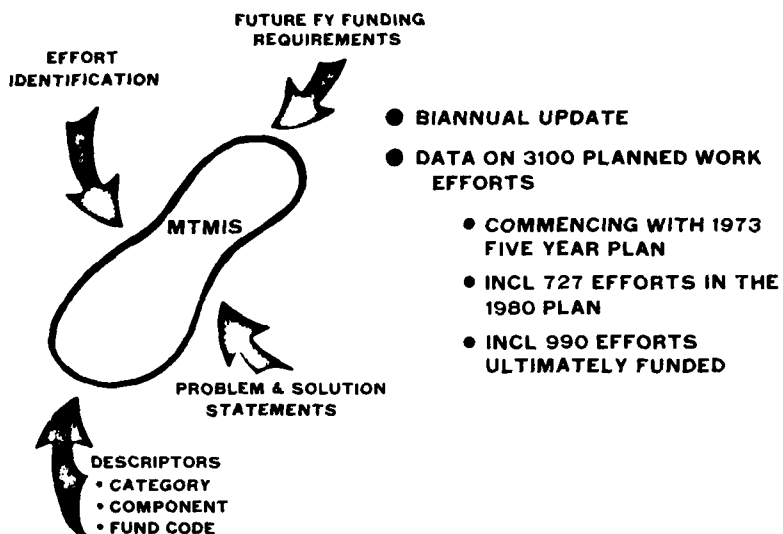
# **MANUFACTURING TECHNOLOGY MANAGEMENT INFORMATION SYSTEM (MTMIS)**

- OPERATIONAL SINCE AUG 1978
- UTILIZES SYSTEM 2000 SOFTWARE
- RESIDES ON CDC 6000 SERIES COMPUTER
- CONTAINS 13,000,000 CHARACTERS
- DATA BASE DESIGNED & USED PRIMARILY  
IN A MANAGEMENT ROLE
  - HEAVILY KEY WORDED
  - LIMITED FULL TEXT

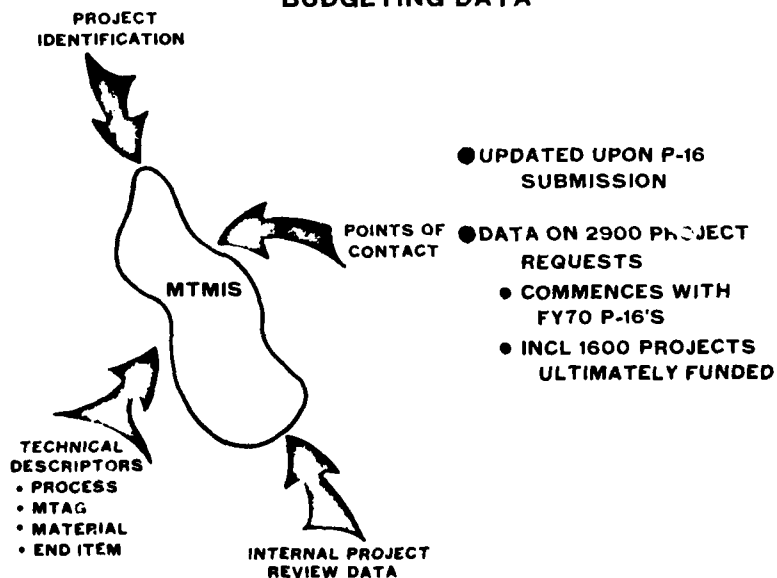
## **DATA BASE CONTENTS**

FY-4	FY-3	FY-2	FY-1	CURRENT FY	FY+1	FY+3	FY+2
PLANNING DATA							
		BUDGETING DATA					
				EXECUTION DATA			
						IMPLEMENTATION DATA	

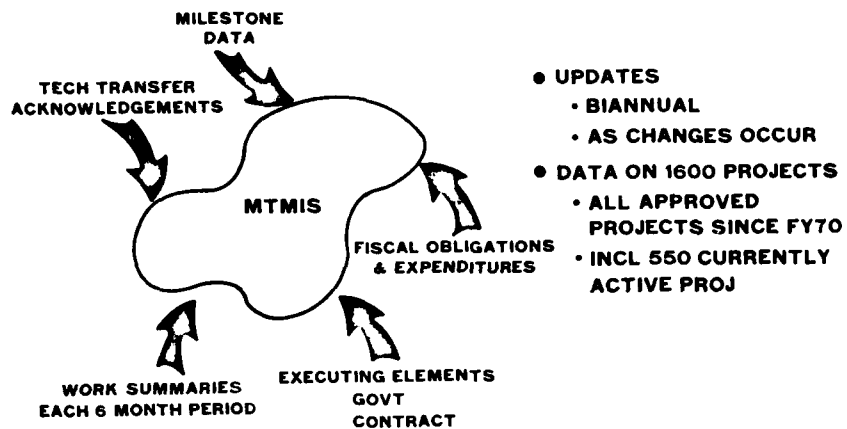
## PLANNING DATA



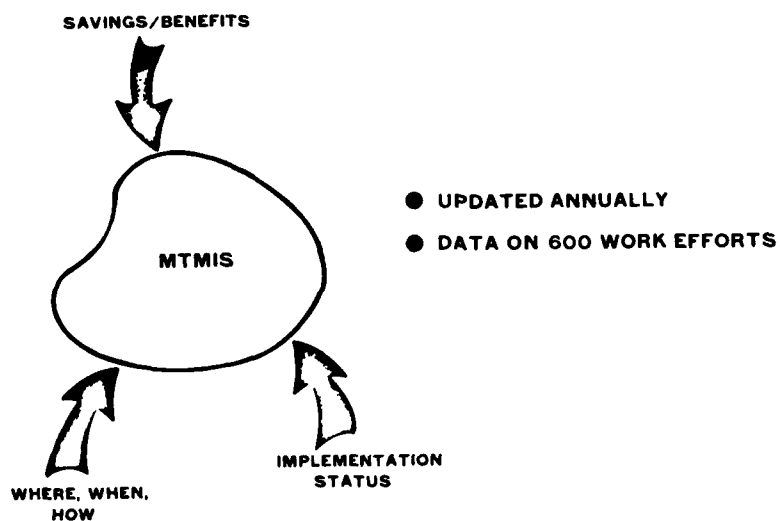
## BUDGETING DATA



## EXECUTION DATA



## IMPLEMENTATION DATA



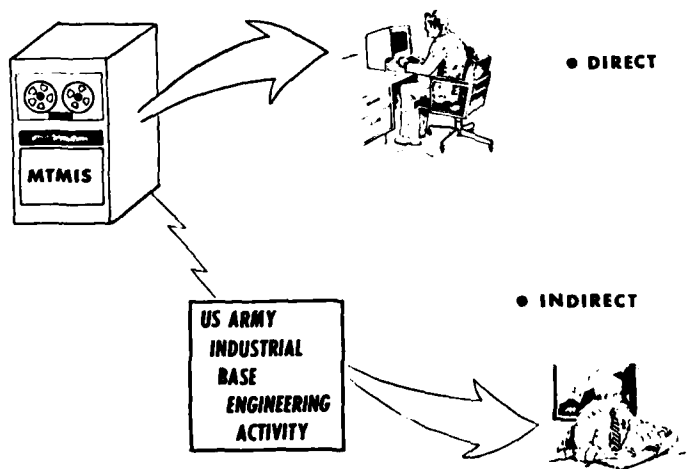
## SYSTEM 2000 COMMANDS

- PRINT PROJ NO, PROBLEM, SOLUTION WHERE PROCESS EQ DRYING:
- PRINT PROJ NO, FINAL TECH REPORT NO, ACTION OFFICER, AUTOVON, ORDERED BY FINAL TECH REPORT DATE WHERE FINAL TECH REPORT NO EXISTS AND PROCESS EQ EXTRUSION:

OR EQUIVALENTLY,

- PR C280, C354, C430, C440, OB C355 WH C354 EXISTS AND C620 EQ EXTRUSION:

## MTMIS INFORMATION TRANSFER



## **FUTURE MTMIS WORK**

- ADDITIONAL TEXTUAL DATA
- MOVEMENT TO IBM MAINFRAME
- COORDINATION WITH DOD MT DATA BASE

## **RECURRING INFORMATIONAL REPORTS**

- MMT PROGRAM PLAN
- MMT PROJECT EXECUTION REPORT
- MMT EFFECTIVENESS REPORT
- MMT ACCOMPLISHMENTS BROCHURE
- MMT SUMMARY REPORT
- MT BULLETIN
- TEST & INSPECTION QUARTERLY
- MT JOURNAL
- NTIS NOTES
- TECHNICAL REPORTS

U S ARMY  
MATERIEL DEVELOPMENT AND READINESS COMMAND



# MANUFACTURING METHODS & TECHNOLOGY

PROGRAM PLAN

CY 1980

DISTRIBUTION UNLIMITED  
DOCUMENT FOR PUBLIC RELEASE

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PREPARED BY

SEPTEMBER 1980

MANUFACTURING TECHNOLOGY DIVISION  
U S ARMY INDUSTRIAL BASE ENGINEERING ACTIVITY  
ROCK ISLAND, ILLINOIS 61299



**U.S. ARMY  
MATERIEL DEVELOPMENT  
AND READINESS COMMAND**

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**M**ANUFACTURING  
**M**ETHODS &  
**T**ECHNOLOGY

**PROJECT EXECUTION  
REPORT**

**FIRST CY 80**

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**PREPARED BY** **AUGUST 1980**  
**USA INDUSTRIAL BASE ENGINEERING ACTIVITY**  
MANUFACTURING TECHNOLOGY DIVISION  
ROCK ISLAND, ILLINOIS 61299

**U.S. ARMY  
MATERIEL DEVELOPMENT  
AND READINESS COMMAND**

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**M**ANUFACTURING  
**M**ETHODS &  
**T**ECHNOLOGY

**EFFECTIVENESS  
REPORT**

**1979  
(RCS DRCMT-303)**

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**PREPARED BY** **OCTOBER 1979**  
**USA INDUSTRIAL BASE ENGINEERING ACTIVITY**  
**MANUFACTURING TECHNOLOGY DIVISION**  
**ROCK ISLAND, ILLINOIS 61299**

**U.S. ARMY  
MATERIEL DEVELOPMENT  
AND READINESS COMMAND**

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**M**ANUFACTURING  
**M**ETHODS &  
**T**ECHNOLOGY

**PROJECT SUMMARY  
REPORTS**

(RCS DRCMT-302)

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PREPARED BY

DECEMBER 1978

**USA INDUSTRIAL BASE ENGINEERING  
ACTIVITY**

MANUFACTURING TECHNOLOGY DIVISION  
ROCK ISLAND, ILLINOIS 61299

**U S ARMY  
MATERIEL DEVELOPMENT AND READINESS COMMAND**

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**PROGRAM ACCOMPLISHMENTS**

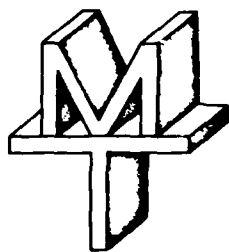
**M**ANUFACTURING  
**M**ETHODS  
&  
**T**ECHNOLOGY



PREPARED BY

OCT 80

MANUFACTURING TECHNOLOGY DIVISION  
U S ARMY INDUSTRIAL BASE ENGINEERING ACTIVITY  
ROCK ISLAND, ILLINOIS 61299



**US ARMY  
MANUFACTURING  
TECHNOLOGY  
BULLETIN**

NUMBER 17, OCTOBER, 1980

**WHAT'S NEWS —**

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MTAG Update .....	5
Recent Completed Projects .....	6
Computer Aided Technology .....	8
Tech Notes .....	10

**PUBLISHED BY THE  
INDUSTRIAL BASE ENGINEERING ACTIVITY  
MANUFACTURING TECHNOLOGY DIVISION**

ROCK ISLAND, ILLINOIS 61299

# DARCOM T&I

CHEMICAL  
ELECTRONIC  
MECHANICAL  
NON DESTRUCTIVE TEST

DARCOM TESTING & INSPECTION QUARTERLY

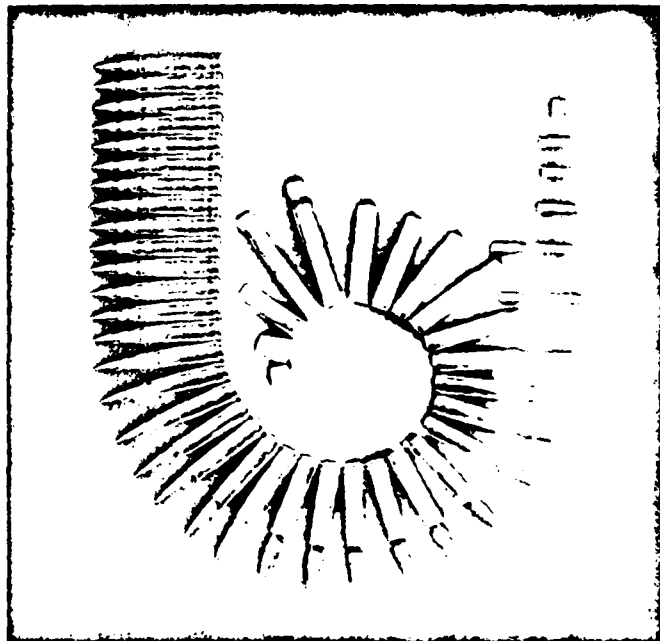
NO. 2

SEPTEMBER 1980

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PUBLISHED BY  
US ARMY INDUSTRIAL BASE ENGINEERING  
ACTIVITY

Volume 3/Number 2/1978



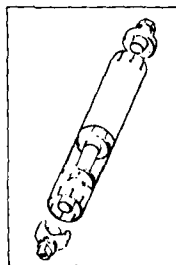
**U.S. ARMY MATERIEL DEVELOPMENT  
AND READINESS COMMAND**  
Office of Manufacturing Technology Alexandria, Virginia

Product Registration 172 007916661

OCTOBER 1978

Printed Code: 000 013

Molding techniques and use of standard epoxy/glass tubing make belastically tolerant components for helicopter rotor controls.



For Connecting-Line Assembly to a non-  
capable night camera (see Fig. 1) the two molded end  
members have NEUMA quick release pins, which  
will free the cable from the camera without  
damage from the cable's tension.

Finally, *Antennapedia* is a part of a larger group of genes, the homeo box genes, that control the development of many different tissues and organs. The homeo box genes are found in all animals, from insects to humans, and are responsible for the development of many different tissues and organs. The homeo box genes are found in all animals, from insects to humans, and are responsible for the development of many different tissues and organs.

Figure 1 shows the three phases of the learning process. In the first phase, the student is introduced to the concept of a function. In the second phase, the student is introduced to the concept of a derivative. In the third phase, the student is introduced to the concept of an integral.

[illegible]

The program will be a series of workshops on methodology for developing, testing and evaluating a system for training, which is designed to help the user to develop a system for training. The program will be a series of workshops on methodology for developing, testing and evaluating a system for training, which is designed to help the user to develop a system for training.

[illegible]

RTZ CATEGORY A, C, D, E

AD-A105 209

DEPARTMENT OF DEFENSE WASHINGTON DC

F/G 13/8

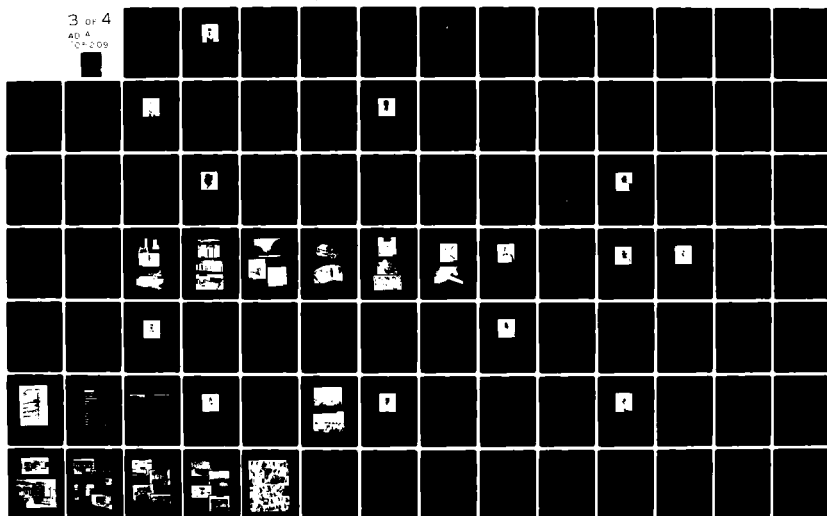
PROCEEDINGS OF THE ANNUAL TRI-SERVICE MANUFACTURING TECHNOLOGY --ETC(U)

OCT 80

UNCLASSIFIED

NL

3 OF 4  
AD-A  
DA-209



4 JAN 1979

REPORT NO. HDC-43-78

EVALUATION OF PILOT MOLECULAR SIEVE FOR NO<sub>x</sub> ABATEMENT ON ADP NITRIC ACID UNIT

CONTRACT NO. DAAA 09-73-C-0079

M.E. SMITH  
BOLTON DEFENSE CORPORATION  
SUBSIDIARY OF EASTMAN KODAK COMPANY  
KINGSPORT, TENNESSEE 37662

NOVEMBER, 1978

FINAL ENGINEERING REPORT

PREPARED FOR:  
COMMANDER, ARHACOM  
SARFA-MT-C  
DOVER, NEW JERSEY 07801

"THE VIEW, OPINIONS, AND/OR FINDINGS  
CONTAINED IN THIS REPORT ARE THOSE OF  
THE AUTHOR(S) AND SHOULD NOT BE CON-  
SIDERED AS AN OFFICIAL REPORT OF THE  
ARMY POSITION, POLICY, OR DECISION,  
UNLESS SO DESIGNATED BY OTHER DOCU-  
MENTATION."

## INFORMATION CAVEATS

- INFORMATION TRANSFER IS COSTLY
- INCREMENTAL BENEFITS DIFFICULT TO QUANTIFY
- THERE NEVER SEEMS TO BE ENOUGH INFORMATION AVAILABLE
- THE INFORMATION THAT IS AVAILABLE NEVER SEEMS TO BE EXACTLY WHAT IS WANTED
- ITS DIFFICULT TO SEPARATE USEFUL INFORMATION FROM NICE-TO-HAVE INFORMATION
- ITS EASIER TO WANT INFORMATION THAN TO PRECIPITATE ACTIONS BASED ON INFORMATION THAT YOU HAVE





NEED FOR A MANUFACTURING TECHNOLOGY  
INFORMATION ANALYSIS CENTER

by

MR. LOUIS A. GONZALEZ

Senior Data Analyst, General Electric - TEMPO

- (1) Good Evening to all of you attending this Information Transfer session of MTAG '80. My name is Lou Gonzalez from General Electric -- TEMPO. The purpose of this briefing is to present a summary of the effort now underway in our organization to study the feasibility of establishing a DoD Manufacturing Technology Information Analysis Center. The study was sponsored by the Army Materials and Mechanics Research Center in Watertown and is now 90% completed. An interim report was submitted in August and a final report is scheduled to be delivered to AMMRC in early December.
- (2) The purpose of the study was basically to determine the need and desirability of establishing a manufacturing technology IAC and to assess the scope of activities such a Center should undertake. The primary objective is to provide DoD and AMMRC with the information needed to decide if an MTIAC should be funded and, if needed and feasible, how such a Center should be implemented. This chart highlights the major tasks we undertook in the study.
- (3) Our approach to the study, as indicated here, was to organize the data gathering, analytical and other activities into four major work areas: a prospective users survey, an existing systems and centers review and evaluation; an MTIAC model definition and analysis; and, finally, the development of a start-up strategy and implementation plan with appropriate funding levels.
- (4) Early in the study we developed a framework for an idealized MTIAC model as shown in simple form here. Our intent was to represent and relate in a logical structure all the elements of a system for the dissemination of needed information to the MT user communities. The model was constructed during the course of the study by collecting and organizing data to fit into the logical elements -- such as potential users, inputs and outputs -- shown in the chart. After all the elements were defined, an analysis of the idealized model was made. This analysis included a consideration of influencing factors such as annual funding levels, management, appropriate scope, and operational constraints. From this analysis we were able to develop alternative Center concepts in terms of its functions and activities. A final Center concept was then selected. The balance of the briefing is organized to correspond to the model.
- (5) One of the earliest determinations was that of the need for an MTIAC. We found, from the user survey, and other in-person and telephone interviews, that 90% of the potential users favored the formation of an MTIAC primarily for the reasons highlighted here. Desirability, based on broader issues such as improving productivity and enhancing innovation in industry, was equally favorable in our surveys. In summary, potential users felt that an MTIAC could serve as a viable technology transfer agent to produce and disseminate information tailored to their needs.
- (6) At this point we will define the prospective users by way of highlighting the survey findings. About 370 responses were received out of a total of 700 potential users surveyed. The chart shows the percent of total responses for each user community. This includes the results of a questionnaire mailing, personal and telephone interviews and individual correspondence to key individuals. The survey response listed in the chart shows private industry (including DoD contractors and non-DoD manufacturing firms) totalling the greatest -- over 75%.
- (7) The next chart shows the priority ranking of survey responses by predominant areas of interest. Of the total surveyed it appears that most potential users interests in all the user communities surveyed are in advanced manufacturing processes, followed closely by automated manufacturing, including robotics, and CAD/CAM. Interests were also expressed in advanced materials, but users, in general, feel that this area is adequately covered by their existing sources. Less than 10% of potential users expressed interests across the full spectrum of MT.
- (8) The priority information needs expressed by potential users are shown in this next chart. Two of the three user communities shown expressed a strong need for information on past, on-going and planned MT projects that could be produced by a computerized data base. All user communities surveyed also expressed technical and bibliographic inquiry services as a priority need followed closely by state-of-the-art reviews of key MT areas and current awareness information by newsletter or other means.

It should be noted that we found the size of the potential user population to be more apparent than real. Many potential users in the private sector are involved in MT activities only some of the time. The majority of users, however, felt a need for a central source for MT information, particularly DoD contractors.

- (9) We also reviewed and evaluated the existing system -- that is where and how potential users currently handle their MT information needs. The elements of this system are shown in this chart grouped under two networks. Information is transferred between the users and the two networks and among the elements of each network as shown. The figures in the information-oriented network represent the approximate number of significant MT data bases in each category.

As you can see, there is no means for the existing system to integrate DoD MT program

results and developments to give every type of user within the user communities an overview of total MT activities. The primary means of information transfer in this existing system is by informal communications, journals, conferences, and industry publications. The majority of activities in the system having some relation to MT information are concerned with serving the particular organization housing them.

- (10) This chart highlights the Center's potential sources of information and the type of inputs they could most likely furnish the Center. Reports resulting from completed Military Services MT projects will represent the largest number of inputs to an MTIAC collection. The next largest number of inputs will be technical journal articles from professional and trade societies, followed by non-proprietary technical reports from private industry and non-DoD reports from other government sources. Other IACs can be expected to contribute a moderate amount of MT-related inputs primarily in the area of advanced materials processing. It should be noted that the technical area of materials has the greatest potential for coverage overlap with other centers and data bases.

We also determined that the most significant growth in the size of MT data base (currently estimated at between 30,000-50,000 documents) will result from technical reports produced by the DoD MT contracting program with industry and the products emanating from active MT programs and in large manufacturing firms.

- (11) The existing system review provided us with an insight into the breadth and diversity of manufacturing technology as it applies to producing and maintaining DoD Materiel. It became obvious early in the study that to keep the technical scope of the Center within manageable dimensions a phased-development approach would be needed. It was felt that such an approach would decrease the risk of the Center expending resources outside of its capabilities during its formative period of development.

The phase-development approach is based on an emphasis in the near-term of a few selected MT areas such as the candidates outlined in this chart. The criteria for this near-term scope would be to initially focus on dissemination of completed MT project results (which, incidentally could help in quickly demonstrating its value as a technology transfer agent). Identifying areas of overlap and avoiding duplication of coverage with other DoD Centers would also be emphasized in the near-term. MT coverage would concentrate on pervasive areas that cut across the widest possible spectrum of DoD materiel and that are highly beneficial and cost effective within short turnaround.

- (12) Our analysis of the DoD MT Program revealed more than 50 broad or generic areas of MT with about two dozen key areas. Future development of the Center can be focused on extending its near-term coverage to include on-going and planned MT projects and all generic and key MT areas, not covered elsewhere, that relate to the DoD MT program goals. This growth should also be designed to accommodate other users such as non-defense manufacturers, and to provide sophisticated computer-based on-line data exchange with other centers and data bases.
- (13) Feasibility of an MTIAC was addressed in the study by a matching of funding and management requirements to corresponding activities and service levels. The division of funds, we felt, should be shared by the Military Services at 90% and the Office of Secretary of Defense (OSD) at 10%. This was deemed to be an equitable sharing based upon the extent of the benefits that each of these funding sources could derive from the Center.

Management and operations of the Centers primary functions were also determined to be as listed in the chart, with OSD shown as developing and maintaining a DoD MT projects data base with an on-line terminal link to the Center. Also indicated is the use by the contractor of the DTIC support system and data base for bibliographic data. Most of the other functions shown, with the exception of "conference sponsorship" and "EOP demonstrations," were evaluated as most feasible for management and operation by a contractor firm.

- (14) Annual funding levels for the Center were next evaluated using three alternative activity service levels as noted in this chart. Estimated costs for the activities relevant to each primary function were determined for each service level. Critical IAC activities and those expressed as priority needs by potential users were emphasized, particularly in the baseline level. The activities and cost factors were then summarized and matched to the appropriate funding levels. The chart shows that the most sophisticated Center concept corresponding to annual funding of "over one million dollars" includes some labor-intensive activities in addition to all of the activities identified in the other two service levels. It is estimated that it would take an MTIAC about 5 to 6 years to achieve the service level for the sophisticated concept.
- (15) Implementation of the Center was approached in terms of a start-up strategy and its near-term operations. Ten planning elements were considered as shown in the chart. Each element was examined with respect to a near-term and future emphasis. The start-up strategy was then developed to correspond to the near-term emphasis and the lowest feasible annual funding

level in keeping with a "phased-development" approach. The start-up strategy shown would allow an MTIAC to initially focus on developing the data bases and collection; designing publications, and emphasizing diffusion of completed DoD MT project results. Further, the Center could limit its in-depth expertise to a few key technology areas.

In its formative development years the Center could be expanded conservatively to encompass other MT key areas and could start providing data concerning on-going and planned MT projects, as well as manage the production of more publications and other products and services.

- (16) We are currently completing our reviews and analyses related to other considerations and issues associated with establishment of an MTIAC before preparing the final report. This chart outlines the more important of these. For example, we are attempting to determine the relationship between an MTIAC and the recently-formed Cooperative Technology Program in the Department of Commerce. We also want to examine the impact of limited coverage on the usage and users of the Center and the need for a classification scheme to structure the diverse field of MT for purposes of cataloging and retrieval. We are looking into the most appropriate means for private industrial firms to contribute to an MTIAC the non-proprietary data emanating from the MT programs. We are developing recommendations for information control and safeguards for an MTIAC. We are also reviewing some associated MT issues that should be considered by a Center when planning its expanded scope.

Discussions of these issues are beyond the intent of this briefing and we plan to discuss them in appropriate detail in the final report.

Finally, after assessing the need for the Center, defining it in conceptual terms and determining its feasibility, we looked at its future role in the overall transfer of MT. We found that the Center could become an important link in the network between producers and users of MT on the factory floor. We also found that as the Center matures it could become a crucial part of a highly developed set of MT delivery systems serving government and private sector users at all levels of requirement and sophistication.

Thank you for your attention. This concludes our briefing.

**PLANNING STUDY TO ESTABLISH  
DOD MANUFACTURING TECHNOLOGY  
INFORMATION ANALYSIS CENTER (MTIAC)**



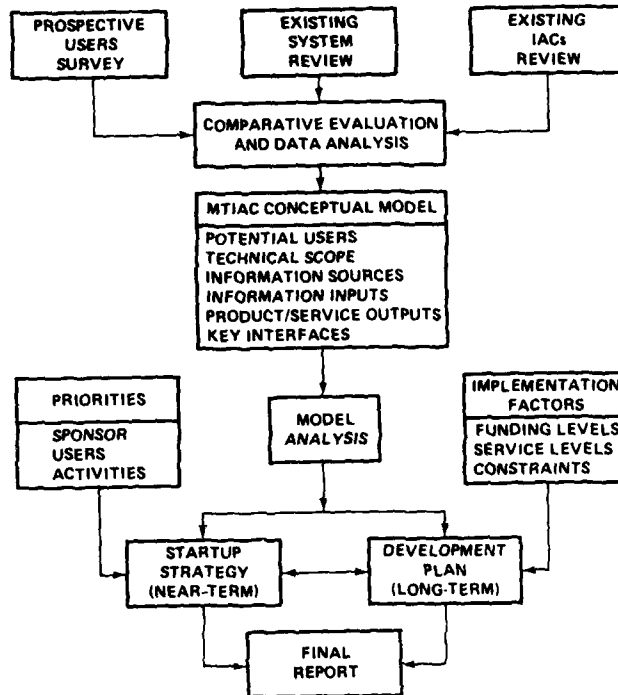
OCTOBER 1980

Presented at  
TWELFTH ANNUAL TRI-SERVICE  
MANUFACTURING TECHNOLOGY CONFERENCE  
(MTAG '80)

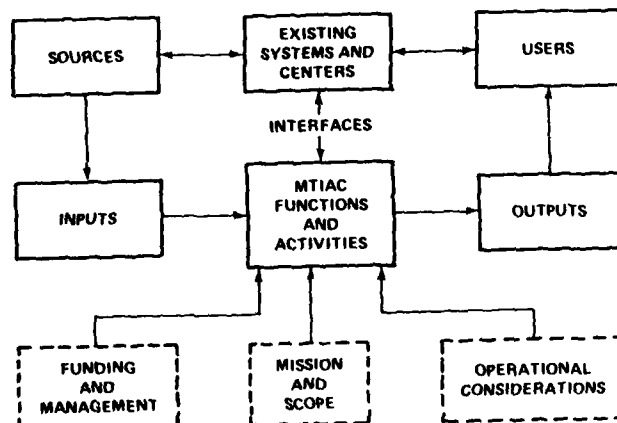
**STUDY PURPOSE AND TASKS**

- ASSESS MTIAC
  - NEED AND DESIREABILITY
  - SCOPE OF ACTIVITIES
- DETERMINE POTENTIAL
  - USERS AND INFORMATION NEEDS
  - SOURCES AND INPUTS
  - OUTPUT PRODUCTS/SERVICES
- DEFINE
  - EXISTING SYSTEM
  - INTERFACES WITH OTHER IACs/DATA BASES
- IDENTIFY
  - OPERATIONAL CONSIDERATIONS
  - CONSTRAINTS
- DEVELOP
  - START UP STRATEGY
  - IMPLEMENTATION PLAN

### STUDY APPROACH



### MTIAC MODEL FRAMEWORK





## WHY IS AN MTIAC NEEDED?

90% POTENTIAL USERS CONTACTED SUPPORT MTIAC CONCEPT

### BECAUSE IT COULD...

- IMPROVE DIFFUSION OF TECHNOLOGY RESULTING FROM DOD MT PROGRAM
  - WITHIN DEFENSE SECTOR
  - TO NON-DEFENSE MANUFACTURERS
- ADVOCATE, MONITOR AND COORDINATE R&D, APPLICATION AND DEMONSTRATION EFFORTS FOR PROMISING MT DEVELOPMENTS
- ALLEVIATE MT INFORMATION PROBLEMS ASSOCIATED WITH
  - QUANTITY/QUALITY OF MT LITERATURE
  - AVAILABILITY/TIMELINESS OF MT DATA
  - GAPS/DUPLICATION/LESSONS LEARNED IN MT EFFORTS
- ANALYZE AND PRODUCE INFORMATION RELEVANT TO MT NEEDS, CURRENT RESEARCH, ADVANCED DEVELOPMENT, AND TRENDS
- FURNISH TECHNICAL INFORMATION SUPPORT TO DOD MTAG COMMITTEES AND SUBCOMMITTEES



## POTENTIAL USERS SURVEY RESPONSE

(700 Surveyed—370 Responses)

• MTAG AND MILITARY MT DEPARTMENTS	18%
• DOD CONTRACTORS	50%
• NON-DoD INDUSTRIES*	26%
• PROFESSIONAL/TRADE SOCIETIES*	3%
• UNIVERSITY/RESEARCH CENTERS*	3%

\*RESPONSES AVERAGED TOGETHER UNDER "OTHER"



## PRIORITY RANKING OF RESPONSES

- PREDOMINATE M.T. AREAS OF INTEREST

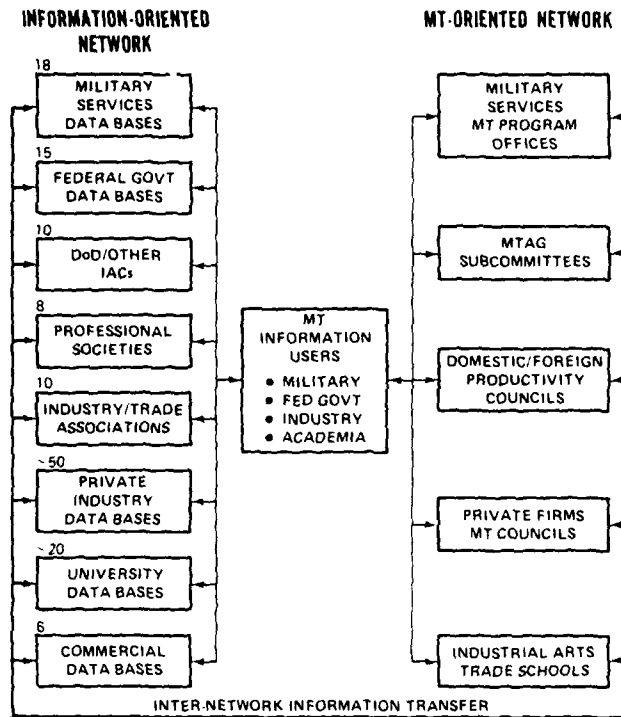
	DoD CONTRACTORS	OTHERS
PROCESSES AND METHODS	1st	1st
AUTOMATED MANUFACTURE	2nd	2nd
CAM/CAD/CAT	3rd	3rd
MATERIALS	3rd	3rd

- PRODUCTS/SERVICES REQUESTED

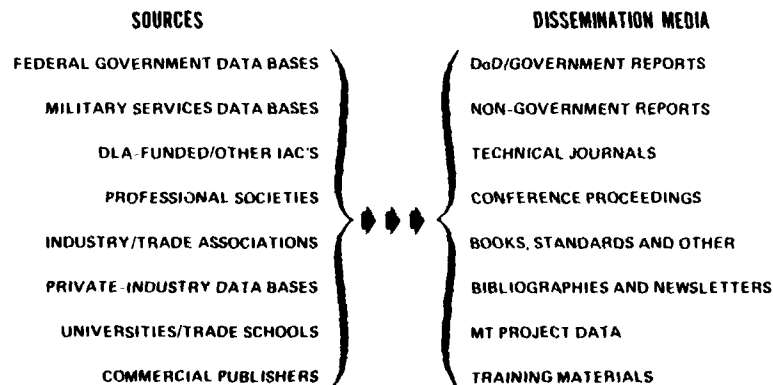
	MTAG AND MILITARY	DoD CONTRACTORS	OTHER
DoD MT PROJECTS DATA BASE	1st	1st	--
QUICK RESPONSE TO INQUIRY	1st	2nd	2nd
STATE OF ART REVIEWS	2nd	1st	1st
CURRENT AWARENESS NEWSLETTER	3rd	3rd	3rd
INDEXED ABSTRACTS	2nd	3rd	4th
TECHNOLOGY NOTES	3rd	4th	3rd

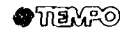


## EXISTING MT INFORMATION SYSTEM



## INFORMATION SOURCES AND INPUTS





## MTIAC TECHNICAL SCOPE

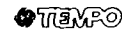
### NEAR-TERM EMPHASIS

#### CRITERIA

- DoD MT PROJECTS  
- COMPLETED
- DUPLICATION AVOIDANCE  
- OTHER DoD CENTERS
- MT EMPHASIS  
- PERVASIVE MT AREAS  
- FAST/HIGH PAYOFF

#### KEY MT AREAS

- CAD/CAM (ICAM)
- ELECTRONICS FABRICATION
- COMPOSITES FABRICATION
- AUTOMATED MANUFACTURE
- ADVANCED METALS PROCESSES



## MTIAC TECHNICAL SCOPE

### FUTURE DEVELOPMENT

#### CRITERIA

- MT PROJECTS  
- ALL DoD  
- NON-DoD DEVELOPMENTS
- ADDED MT EMPHASIS  
- ENERGY EFFICIENCY  
- MATERIALS SUBSTITUTION  
- ENVIRONMENTAL CONCERNS

#### MT COVERAGE

- ALL MT AREAS  
- NON DUPLICATED  
- RELATE TO DoD GOALS  
- SATISFY USERS NEEDS

#### EXPANDED SERVICE

- NON-DoD PRIVATE SECTOR
- ON-LINE DATA EXCHANGE



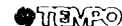
## MTIAC FUNDING AND MANAGEMENT

### FUNDS

OFFICE OF SECRETARY OF DEFENSE	10%
MILITARY SERVICES MT PROGRAMS	90%

### MANAGEMENT AND OPERATIONS

- DATA BASE DEVELOPMENT/MAINTENANCE
  - DoD MT PROJECTS (OSD)
  - BIBLIOGRAPHIC FILE (DTIC)
- INQUIRY SERVICES (CONTRACTOR)
- CURRENT AWARENESS (CONTRACTOR)
- PUBLICATIONS (CONTRACTOR)
- CONFERENCE/SYMPOSIA
  - SPONSORSHIP/MANAGEMENT (MILITARY SERVICES)
  - PROCEEDINGS/SUPPORT (CONTRACTOR)
- MTAG SUPPORT (MILITARY SERVICES & CONTRACTOR)
- TRAINING SUPPORT
  - EOP DEMONSTRATIONS (MILITARY SERVICES)
  - MEDIA MATERIALS (CONTRACTOR)



## ANNUAL FUNDING LEVELS AND ACTIVITIES

\$400-\$700K (BASELINE SERVICE LEVEL)	\$700K-\$1000K	\$1000K PLUS
• MTAG/SUPPORT		
• DATA BASE MAINTENANCE BIBLIOGRAPHIC FILE (DTIC SUPPORT) DOCUMENT COLLECTION	- DoD MT PROJECTS (OSD SUPPORT)	MT RESOURCES FILE
• PUBLICATIONS STATE OF THE ART REPORTS CRITICAL REVIEWS	HANDBOOKS/DATABOOKS TECHNICAL JOURNAL MT RESOURCES GUIDE	TECHNOLOGY NOTES SPECIAL STUDIES
• CONFERENCES/SYMPOSIA PROCEEDINGS	SPONSOR/MANAGEMENT SUPPORT APPLICATION WORKSHOP	
• TRAINING SUPPORT EOP DEMOS, PROMOTION	FILM COLLECTION	MEDIA MATERIALS SHORT COURSES
• INQUIRY SERVICES TECHNICAL REFERRAL	DoD MT PROJECTS DATA	MT EXPERTISE /CAPABILITIES
• CURRENT AWARENESS NEWSLETTER BIBLIOGRAPHIES		SDI SERVICES

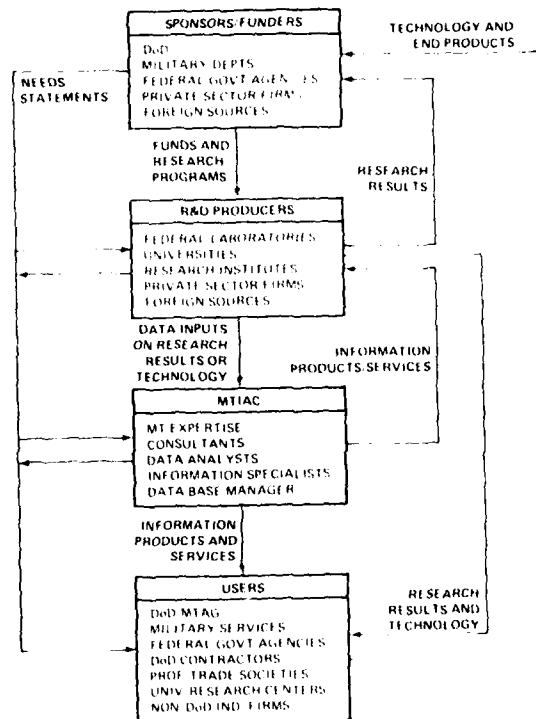
## MTIAC IMPEMENTATION – STARTUP STRATEGY

PLANNING ELEMENT	NEAR-TERM EMPHASIS
• USAGE AND USERS	INITIAL LIMITED ACCESS – DOD MT PROGRAM PERSONNEL – DEFENSE CONTRACTORS – PROFESSIONAL SOCIETIES
• INFORMATION DISSEMINATION	COMPLETED DOD MT PROJECT RESULTS
• TECHNICAL SCOPE	KEY DOD MT AREAS
• DATA BASES TO SERVICE INQUIRIES	BIBLIOGRAPHIC (VIA DTIC) COMPLETED, ONGOING AND PLANNED MT PROJECTS (VIA DOD SYSTEM)
• LITERATURE COLLECTION	COMPLETED DOD MT PROJECT REPORTS JOURNALS/ABSTRACTS
• PUBLICATIONS	NEWSLETTER DOD MT JOURNAL 2-4 STATE-OF-ART REVIEWS CONFERENCE PROCEEDINGS SPECIAL BIBLIOGRAPHIES
• CONFERENCES/SYMPOSIA	2-4 KEY DOD MT AREAS
• DOD/MTAG SUPPORT	MT PROJECT RESULTS IMPLEMENTATION ANALYSIS
• FUNDING SOURCE	OSD – 10% SERVICES – 90%
• FUNDING LEVEL	\$400K – \$700K/YR

## OTHER CONSIDERATIONS AND ISSUES

- RELATED PROGRAM INTERFACES
  - DOC-COOPERATIVE TECHNOLOGY PROGRAM
  - NTIS-CENTER FOR UTILIZATION OF FED. TECHNOLOGY
  - NASA-INDUSTRIAL/STATE TECHNOLOGY APPLICATION CENTERS
- BREADTH OF TECHNOLOGY COVERAGE
  - USERS/USAGE VS CONSTRAINED/UNCONSTRAINED
  - CLASSIFICATION SCHEME FOR STRUCTURING MT DATA BASE
- INFORMATION CONTROL/DISSEMINATION SAFEGUARDS
  - CLASSIFIED INFORMATION
  - PROPRIETARY INFORMATION
  - EXPORT-LIMITED CRITICAL TECHNOLOGY
- ASSOCIATED ISSUES COVERAGE
  - ENERGY CONSERVATION
  - CRITICAL MATERIAL SUBSTITUTES
  - OCCUPATIONAL SAFETY AND HEALTH
  - ENVIRONMENTAL CONCERNS

# MTIAC TECHNOLOGY TRANSFER ROLE





## NASA TECHNOLOGY TRANSFER

by

MR. FLOYD I. ROBERSON

Director, Technology Transfer Division  
NASA Scientific and Technical Information Facility

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In drafting the legislation that established NASA, the Congress recognized the byproduct potential for public benefit in aerospace-generated technology. Accordingly, the Congress directed that NASA "provide for the widest practicable and appropriate dissemination of information concerning its activities and the results thereof," in order to maximize the inherent benefit and thus realize an extra dividend on the aerospace investment.

NASA's means of discharging this responsibility is the Technology Transfer Program, a multifaceted effort designed to facilitate the use of aerospace technology in public and private sector applications; the program serves as a link between the developers of technology and those who might be able to employ it to the advantage of the nation's economy and productivity, and to improvement in the quality of life of its citizens. Since 1962, NASA has endeavored to stimulate innovation by encouraging the secondary application of technology originally developed for the agency's mainline programs. In recent years, the program has been expanded to include activities aimed at spurring awareness and interest in the relatively new and promising technology of satellite remote sensing.

The wealth of aerospace technology generated by NASA programs is an important resource, a foundation for development of new products and processes with resultant contribution to expanded national productivity. In a dormant state, however, the technology has only potential benefit. One of NASA's jobs is to translate that potential into reality by putting the technology to work in new applications. The instrument of this objective is the Technology Transfer Program.

The program's aim is to increase the return on the national aerospace investment by identifying new ways to employ aerospace technology and by making the technology more readily available to prospective users. The effort embraces two major areas: (1) facilitating broader application of remote sensing technology and (2) fostering technology utilization, or encouraging re-use of technology emerging from NASA's mainline programs.

In the technology utilization element of the program, NASA promotes secondary application of aerospace technology by disseminating information on the technology available for transfer, by assisting industry in the transfer process, and by adapting existing aerospace technology to the solution of public sector problems.

Focal point of the program is the Technology Transfer Division, a component of NASA's Office of Space and Terrestrial Applications headquartered in Washington, D.C. The division coordinates the activities of a nationwide network of technologists who provide a link between the developers of aerospace technology and those who might effectively employ it. The mechanisms employed to meet program objectives include:

Applications engineering projects, wherein NASA, in cooperation with the private sector, undertakes adaptation of existing technology to specified needs of government agencies and public sector groups

Application teams, multidisciplinary groups of technologists who provide technology-matching and problem-solving assistance to public sector organizations.

A network of dissemination centers, channels through which industrial firms and other organizations interested in secondary utilization of technology may avail themselves of NASA scientific, technical and management expertise.

Publications and announcement media, designed to acquaint potential users with available technologies emanating from aerospace research and development.

A specialized center which provides aerospace-developed and other government-generated computer programs adaptable to the needs of industry and government agencies.

#### Technology Applications

One facet of NASA's Technology Transfer Program is its applications engineering effort, which involves the use of NASA expertise to redesign and reengineer existing aerospace technology for the solution of problems encountered by federal agencies or other public sector institutions.

Applications engineering projects originate in one of three ways. Some stem from requests for NASA assistance from other government agencies; others are generated by NASA technologists who perceive possible solutions to public sector problems by adapting NASA technology to the need. NASA also employs six application teams, each team composed of several scientists and engineers representing different areas of expertise. These teams contact public sector agencies, medical institutions, trade and professional organizations to uncover significant problems which might be susceptible to solution by application of NASA technology. Located at research institutes and universities, the application teams concentrate their efforts in the fields of health care, public safety, transportation and industrial productivity.

An example of an application team effort is the technical assistance provided the Metropolitan Dade County (Florida) Office of Transportation Administration (OTA) in the design phase of the 21-mile

Greater Miami Metrorail rapid transit system, which is now under construction and scheduled for operational service in 1983. NASA participation stemmed from discussions between OTA and Kennedy Space Center regarding applicability of NASA technology to the Metrorail project. Subsequently, the Technology Applications Team at SRI International, Menlo Park, California initiated a program to apply NASA engineering and management technology to Metrorail problem areas. SRI assigned an experienced, NASA-trained engineer to serve as full-time representative to OTA. His job was to examine transit design problems; identify areas where NASA had already achieved applicable solutions or could bring its general expertise to bear; contact the appropriate NASA center; and relay the information acquired to OTA.

From 1977 until NASA participation was concluded in 1979, the representative investigated and forwarded to OTA information on such management methodologies as risk and configuration control, and such hardware technologies as anti-corrosion measures, fire and lightning protection, solar energy utilization and materials selection. When Dade County approved recommended actions in these and other areas, they were implemented with further NASA assistance supplied by scientists, engineers and managers from NASA field centers. This technology approach was described by OTA's Director of Transit System Development as one that "appears to have both workability and merit."

Another example is an energy-saving device called the Power Factor Controller invented by a Marshall Space Flight Center engineer as a means of reducing power wastage in alternating current (AC) induction motors. In this type of motor, a substantial percentage of the power consumed is cast off in the form of heat, hence wasted. The wastage is caused by the current flowing through the motor, the amount of which is established by the fixed voltage--120 volts in most American homes--on which the motor operates. Power companies supply 120 volts because that is the voltage needed by common household motors to pull the heaviest loads they are designed to carry. A motor usually does not operate under full load conditions, but even when it is idling it is still getting 120 volts; this creates essentially the same current flow and resulting heat loss experienced when the motor is working hard. In short, the AC motor does not always need 120 volts since its actual voltage need varies with the amount of work it is doing. But with voltage being supplied at the fixed level to multimillions of motors in the United States, the cumulative power wastage is of enormous order.

The Power Factor Controller offers extraordinary energy conservation potential by virtue of its ability to match voltage and current flow with the motor's need. Plugged into a motor, the device can continuously determine load by sensing shifts in the relationship between voltage and current flow. When the controller senses a light load, it cuts the voltage level to the minimum needed, which in turn reduces current flow and heat loss. Laboratory tests showed the device capable of reducing the amount of power used by up to 6-8 percent under normal motor load and up to 65 percent when the motor was idling.

The Power Factor Controller concept originated in Marshall Space Flight Center's solar heating and cooling work for the Department of Energy (DoE). DoE plans extensive laboratory testing and a service-use test of the controller in a large textile manufacturing facility which has hundreds of electric motors. Under technology utilization funding, NASA is conducting further development to broaden the potential of the device by increasing its reliability, reducing its size and expanding the types of motors to which it can be applied. NASA has approved about 160 licensees for manufacture of the Power Factor Controller and additional applications for licenses are pending for both domestic and foreign markets.

#### Dissemination Centers

To promote technology transfer, NASA operates a network of dissemination centers whose job is to provide information retrieval services and technical assistance to industrial and government clients. The network consists of seven Industrial Applications Centers (IAC) and two State Technology Applications Centers (STAC) affiliated with universities across the country, each serving a geographical area. The centers are backed by off-site representatives in many major cities and by technology coordinators at NASA field centers; the latter seek to match NASA expertise and ongoing research and engineering with client problems and interests.

The network's principal resource is a vast storehouse of accumulated technical knowledge, computerized for ready retrieval. Through the applications centers, clients have access to some 10 million documents, one of the world's largest repositories of technical data. Almost two million of these documents are contained in the NASA data bank, which includes reports covering every field of aerospace-related activity plus the continually updated contents of 15,000 scientific and technical journals.

Intended to prevent wasteful duplication of research already accomplished, the IACs endeavor to broaden and expedite technology transfer by helping industry to find and apply information pertinent to a company's projects or problems. By taking advantage of IAC services, businesses can save time and money and the nation benefits through increased industrial efficiency and productivity.

Staffed by scientists, engineers and computer retrieval specialists, the IACs provide three basic types of services. To an industrial firm contemplating a new research and development program or



seeking to solve a problem, they offer "retrospective searches"; they probe appropriate data banks for relevant literature and provide abstracts or full-text reports on subjects applicable to the company's needs. IACs also provide "current awareness" services, tailored periodic reports designed to keep a company's executives or engineers abreast of the latest developments in their fields with a minimal investment of time. Additionally, IAC applications engineers offer highly skilled assistance in applying the information retrieved to the company's best advantage. The IACs charge a nominal fee for their services.

The State Technology Applications Centers supplement the IAC system. They facilitate technology transfer to state and local governments, as well as to private industry, by working with existing state mechanisms for providing technical assistance. The STACs perform services similar to those of the IACs, but where the IAC operates on a regional basis, the STAC works within an individual state. In effect, the STAC program focuses on areas not normally served by the IACs, especially in the less industrialized states and among small businesses.

#### Publications

An essential step in promoting greater use of NASA technology is letting potential users know what NASA-developed information and technologies are available for transfer. This is accomplished by means of several types of publications.

The National Aeronautics and Space Act requires NASA contractors to furnish written reports containing technical information about inventions, improvements or innovations developed in the course of work for NASA. These reports provide input to NASA's principal technology utilization publication, Tech Briefs. Issued quarterly, Tech Briefs provides current awareness or problem-solving tools for its more than 60,000 industrial subscribers. Each issue contains information on approximately 150 newly-developed processes, advances in basic and applied research, improvements in shop and laboratory techniques, new sources of technical data and computer programs.

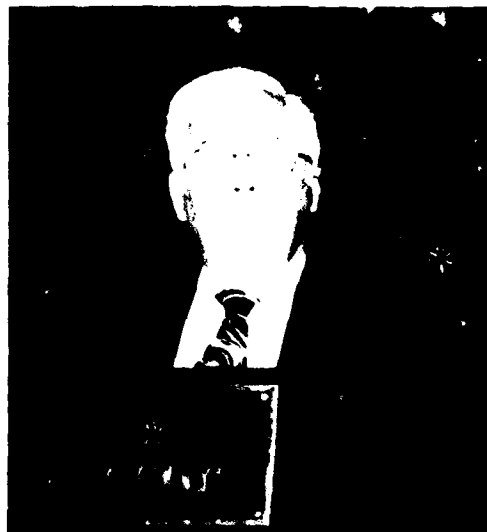
Interested firms can follow up by requesting a Technical Support Package, which provides more detailed information on a particular product or process described in the publication. Innovations reported in Tech Briefs last year generated almost 200,000 requests for additional information, concrete evidence that the publication is playing an important part in inspiring broader secondary use of NASA technology.

Subscription to Tech Briefs is free to engineers in U.S. industry, business executives, state and local government officials and other qualified technology transfer agents. The publication may be obtained by writing to the Director, Technology Transfer Division, NASA Scientific and Technical Information Facility, Post Office Box 8757, Baltimore/Washington International Airport, Maryland 21240.

NASA also publishes the announcement bulletin Computer Program Abstracts and a variety of special publications. The latter are reports, technical handbooks and data compilations designed to acquaint the non-aerospace user with NASA advances in various states of the art. Most of these publications are available through the National Technical Information Service, Springfield, Virginia 22161. A list of titles and prices is available from the Director, Technology Transfer Division, at the address listed earlier.

#### Software Center

Like hardware technology, computer programs have secondary applicability; programs developed for one purpose can often be adapted to another. To help industrial firms, government agencies and other organizations take advantage of this type of technology transfer, NASA operates the Computer Software Management and Information Center (COSMIC), located at the University of Georgia. COSMIC collects, screens and stores computer programs developed by NASA and other technology-generating agencies of the government. The center's library contains more than 1,500 programs, which perform such tasks as structural analysis, electronic circuit design, chemical analysis, design of fluid systems, determination of building energy requirements and a variety of other functions. COSMIC offers these programs at a fraction of their original cost and the service has found wide acceptance. Availability of potentially adaptable programs is announced in the NASA publication Computer Program Abstracts, which may be obtained through the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.



AMERICAN DEFENSE PREPAREDNESS ASSOCIATION

by

MR. ROBERT E. HILCHEY

Chairman, Manufacturing Technology Division, ADPA  
Vice President, Production Operations  
Rockwell International

For more than a century and a half we have been living off the fruits ... the laurels ... the innovativeness ... the drive and momentum of our first productive rebellion ... The Industrial Revolution.

Today I want to advocate another insurrection. A new rebellion. A second industrial revolution, if you will.

It should be one marked by innovative thought and dramatic action. This revolution, or re-industrialization of America, must occur if we as a nation are to flourish as the leading technological and productive society on the face of the globe.

To achieve this we must go back to the basics in diagnosing the ills of our productivity.

We must re-think. We must re-visit. We must re-analyze all of our productive processes -- even the most accepted and sacrosanct. We must challenge all that we are currently doing -- from ground zero -- in a spirit of discovery ... of creativity ... and of boldness in order to achieve progress.

For whether we like to admit it or not, we are in a state of economic warfare on an international scale ... (for the future of American business and industry lies not solely within its own borders ... but it must expand and compete in every area of the globe. And it must do this against an ever-increasing number of astute, sophisticated and aggressive marketing and producing nations.)

And if anyone thinks the term "Economic Warfare" is too strong an analogy, you only have to call to mind that while the Japanese and German auto industry is booming, we have 750,000 autoworkers on "Indefinite Leave" ... You only have to walk into a sound equipment store and try to find an American made stereo ... portable radio ... or tape recorder ... or step into a camera shop. Find a quality 35 millimeter American-made camera there ... and I'll buy it for you on your next birthday.

The international marketplace can no longer be treated as a mere appendage to domestic markets. And productivity is the pivotal operation in industry that will determine just what share of the world market we will capture -- or in negative terms -- may fail to capture.

In brief, to be competitive we must improve our productivity -- and improve it exponentially and swiftly ... Then we can walk tall ... Fail in that effort -- and we fall. It is as simple as that ... and as critical as that.

We all recall from our history books the image of those nineteenth century tall ships -- The Yankee Clippers commanded by bold skippers -- as they blazed world markets. They carried a wealth of products from the factories of that emerging North American industrial giant -- the United States. This successful worldwide marketing venture -- reflecting American productive vitality -- continued well into the twentieth century beyond World War Two.

But the nineteen sixties, foul weather warning flags were flying for American business venture. By then other industrial nations were flexing their muscles. They were beginning to beat us at our own game ... cost-effective industrial production.

With their creative use of capital ... with new production techniques ... with modernized facilities ... and with their governments giving them one hundred percent backing .. almost overnight they leapfrogged our own technology ... and we helped them do it. I'm not, at this point, referring to any deliberate and direct post World War Two aid -- but to an inadvertent assist. It occurred through a very human phenomenon -- known as "Default."

For in the production area we not only lost sight of the ball -- we even lost sight of the goal during our preoccupation with other matters in the sixties and the seventies.

We are where we are today -- I contend -- because of an extreme case of "Benign Neglect." We were preoccupied with periods of heavy government regulation ... cleaning up our smoke stack emissions ... our toilets ... and putting fire extinguishers precisely three point eight feet above the floor line.

We've coped with that now ... along with social and other environmental issues. We've learned to live with them. An while we were doing all of that fiddling -- American productivity burned. We let things slide.

We paid mere tokenism to capital investment in terms of its innovative use to develop new production processes.

We've abdicated to foreign nations some of those areas of technology that we used to be leaders in: knitting mills ... exotic machining tool devices ... and equipment. Advances in the world of metal technology ... and dozens of other areas.

With all of the preoccupation of the sixties and the seventies we let our productivity slip to dangerously low levels.

Look at our factories. Too many are old -- antiquated and should be plowed under. And even those brand new factories frequently reflect antiquated production thinking -- cloaked, of course, in modern brick, chrome, and glass.

According to a recent government report (Note: This refers to article in September 1980 Atlantic Monthly referring to a General Accounting Office report) the average piece of equipment in the machine tool industry is twenty years old. The average open hearth furnace in the steel industry is thirty-three years old -- and the average equipment age for the whole industry is seventeen years.

Foreign operators have been much more astute in keeping their factories modernized. It's true -- they had the advantage after World War Two of starting from scratch with modernized buildings and equipment. But that's just a handy excuse for us to use. A crutch ... and a rubber crutch at that. Because they have continually updated their facilities ever since World War Two. They've kept ahead of us. We have not re-done our base of manufacturing. And they have -- every ten or fifteen years.

When we design our manufacturing complexes, why do we insist on spreading the buildings all over God's creation? Why don't we insist on butting them next to each other? Thereby reducing the need for massive internal trucking fleets and a driver force to man them. Are our factory designers and industrial engineers merely repeating the concepts and layouts they found in their classroom textbooks? ... Thus perpetuating basic flaws that we should really be challenging?

If we compare the average size of the American factory to that of some of our foreign competitors we can see that ours may be as much as three times as large -- yet both are designed for the same output ... Now I realize that on the average the Japanese worker is a bit smaller than his American counterpart -- But Three Times As Small?

Let's design profit into our factories. And it isn't designing profit into them when we have situations where it takes two to three people to transport materials so that one person can work on them.

We must challenge the very basics of factory design. Let's take a hard look at hold areas ... Our theories and practices of queuing. We have to reconsider everything, every stage, every facet of our total production force -- and resist succumbing to habit -- that routine acceptance of what went on yesterday will be just great for today and for tomorrow. Habit is the opium of those of us responsible for productivity. We have to look afresh at everything.

For example, every day I look out of my office window at our own loading docks ... I think half of the trucks in America are at loading docks -- and the other half are waiting in line ... Have we ever thought how much time and money is wasted in loading and unloading trucks? Have we ever seriously thought that there just might be a better way? Why not load and unload trucks from the side? Of course, we can't now -- They don't have hinged sides. They aren't designed that way. But because we had trucks with back door design in 1980 -- does that mean that they should still have the same design in 1980 ... or 90 ... or the year two thousand and eight?

We simply have to get back to the basics -- and face reality. Let's all stop looking at the emperor and agreeing about the wonderful clothes he has on. All of us have to have a bit of that little boy in us who saw the emperor in his reality -- stark naked -- with his warts, blemishes and defects showing -- and start from there.

Every time we think of the word productivity we must be aware that subsumed in that word is the concept of "Profit." For nothing determines the profit -- or lack of it -- for a company more than its productivity.

A mere increase in the number of widgets means nothing -- unless they are produced cost effectively ... profitably ... competitively within the world market ... I'm afraid many of us who hold responsible productivity offices fail to appreciate this legitimate profit motive -- for productivity without profit is industrial suicide -- which in our free enterprise system means the suicide of our entire society ... workers, management, stockholders, government ... We'll all go down the tubes together.

When we speak of productivity without profit it reminds me of an incident that occurred in a little tourist town in the Tennessee Hills .....

This town attracted a great number of tourists .... It was a quaint town .... with a very pleasant nineteenth century atmosphere about it. In the town square there was a big old civil war cannon -- a favorite place for the tourists to lounge and to take pictures of each other around the cannon. The city fathers were happy with the way things were going for their tourist business -- except one thing troubled them .... the village reprobate .... "Old Harry" .... Harry, it seems, would sit there in the village square dressed in smelly, tattered clothes .... ever so often take a swig of good old mountain kool aid .... and openly ogle the more attractive lady tourists.

To the city council he was about as welcome as King Kong in a fruit stand. So they came up with an

idea. "Let's give him a job," they said. "We'll pay him at least a nominal amount to get that cannon in good shape and keep it that way." Harry accepted the offer. It was the first time anyone had really gone out and offered him something constructive to do.

And he performed beautifully. In time he became the best cannon polisher south of the Mason Dixon Line. He was proud of his job. He dressed neatly and if he still sipped that kool aid he did it discreetly. The cannon was so shiny it would hurt your eyes to look at it on a sunny day .... There wasn't a speck of rust on the iron work .... The wood was well oiled -- It really was the best looking cannon in captivity.

For fifteen years things went great. Then one night he came to the city council meeting and shocked them. He told them he was quitting.

The mayor was startled. He told Harry that the city council was more than happy with his work as a cannon polisher. They thought he was tops and that the cannon without a doubt was the best looking one in any square in the United States -- and probably Mexico, Nicaragua and Canada, too.

"Why, that's just it," Harry answered. "I've saved up my money .... I bought my own cannon .... and now I'm going into business for myself."

I'm afraid if we're not careful with our productive efficiency too many of our companies may wind up as being in the cannon polishing business .... which brings me to the topic of "Jobs I would like to see re-evaluated."

Now when I go down this list, please bear in mind that I'm not advocating the intensification of the unemployment problem. On the contrary, I want to do away with non-profit making jobs so that we can create more real productive jobs.

What jobs would I like to see re-evaluated?

Expeditors ... Time Keepers ... Follow-Up Clerks ... Receiving Inspectors ... certain Program Managers ... many of the Quality Control and Middle Management people ... and a large percentage of staff.

If you want to consider a startling figure, then think about this: A recent issue of Atlantic Monthly pointed out that of all the industrialized nations, the United States is the only one who increased the number of employees in the manufacturing industries since the Arab Oil Boycott in 1973.

In other words -- our overseas friends have been busy multiplying -- and so have we. The only difference is that they've multiplied their productivity level -- and we've multiplied our labor force.

Beyond taking a critical and candid look at those non-productive jobs involved in the manufacturing area -- we have to take a look at the whole "Business Gestalt." For example, do we need libraries that to a large part duplicate those of nearby universities and metropolitan libraries. Do we need all of those librarians and librarians' assistants?

Do we need those acres and acres of lawns and greenhouse-type foliage that rival The Hanging Gardens of Babylon or The Tivoli Gardens in Copenhagen? How much money are we spending on cutting grass and other topiary arts. And how much does that add to the cost of the product? And how competitive does it make the product when it must compete against a similar German or Dutch or Japanese product in the foreign -- or domestic -- marketplace?

Not too long ago a Japanese delegation was touring an American plant in the Southwest. They stopped to look out of the plant's fourth floor window and peered across acres and acres of well manicured lawns. "What kind of crop are you raising," the Japanese visitor asked his guide. The guide looked puzzled and replied, "That's no crop. It's just grass."

"You mean all of that isn't something you're going to sell? It's not food? Not fodder?" the Japanese visitor asked. Puzzled no doubt -- and probably very pleased -- at our strange Yankee ways of doing business.

How many internal trucks do we have -- to move material 15 or 20 feet between buildings that should have been built closer together? How many company firemen? How many entries do we keep open that demand extra guards and receptionists.

So the bottom line question is: How many people do we have on the payroll that we really don't need in non-productive jobs -- who aren't gainfully employed in making the product?

Think about inventory for a moment. About the devastating effect inventory stock piling has on us today. If you took the Fortune Five Hundred list of corporations and totaled up their investment in inventory the amount would be staggering. The point is that if you reduced it by just ten percent and used that money for capital investment your problems of research and development funding, and investments for the future would disappear.

Just think about our labor classifications. And about our incentive practices. Do we really pay for performance and quality today? You know - and I know that we don't. But whatever happened to that principle? Did we abdicate something again? Something that is the rightful prerogative of ourselves, of our customers, and of our stockholders?

In the field of quality I feel as though we're in an Alice in Wonderland situation. Just think about it. We invented quality circles. And yet, what is happening today? The Japanese -- for one -- are practicing it to an art.

A recent magazine article referred to a general accounting office report which revealed that after a Japanese firm had taken over an American TV plant the rate of defects dropped from some 150 to 100 sets to an almost unbelievable rate of 3 or 4 defects per 100.

There's something wrong -- drastically wrong -- and not in Denmark my friends -- but right here in the U.S.A when we have problems like that. And the answer is not to add more quality control inspection stations.

With some surveys indicating that inspection stations may run as high as one out of every five places in an assembly line, we don't have much further to go before we'll be on a one-on-one basis: One worker and an inspector standing at his elbow. We're just one step from the theatre of the absurd -- having more inspectors than we have workers.

So while the Japanese are busy practicing quality -- we in turn seem to neglect it -- or have attacked it from the wrong direction -- by adding personnel and therefore, cost upon cost to production.

Have we forgotten -- or are we terrified -- of worker involvement regarding quality? We've institutionalized quality without involving people. We've imposed layers of inspectors upon inspectors on top of the working system.

And now for the supreme irony -- we still have quality that is far from acceptable -- far too low -- and paradoxically at an extra high price.

If 80 percent of those in quality control went back to being a basic producer just think of the dramatic increase in productivity that would result. No longer would America be vying with our British cousins across the seas to see who will win out in holding the international anchor position for lowest productivity rates.

Look at the number of people doing receiving inspection -- a monument to our inability to do something right the first time.

You're no doubt familiar with a recent report in electronics magazine referring to a recent Hewlett-Packard study. Their survey indicates that Japanese chips have one tenth the defect rate of American-made chips.

Part of our problem in quality may well be the loss of the American work ethos. The sense of pride the American worker once had in his product is gone. But, of course, it is too simplistic to place the blame on the American worker -- and his sense of pride or lack thereof.

As John Kennedy said immediately after the Bay of Pigs fiasco when everyone was pointing a finger at someone else -- "Don't worry -- There's enough blame to go around for everyone."

We in management must face the fact that the American corporation today has become much too impersonal. The sense of individual identification with a corporation is missing. We have not included the personal touch and concern in our corporations. But that doesn't mean we can't -- just that we haven't done it yet.

There aren't any rules that say we can't talk with our workers. And, if we are going to achieve that identity role of communication between manager and the workers -- that is, those people who really count, who make the widgets right the first time -- that we're going to have to accomplish a 180 degree reversal.

We've got to make certain to convey what our goals are. We've got to explain how everyone's fate hangs upon how successful we are in competing against foreign nations. If we don't get back to those basics -- the basics of people -- then all of the other peripheral things we do will have been done in vain.

Remember, the entire environment of American industry has changed from what it was in the past. What does this mean? For example, the work force is drastically different than it was forty years ago ... or thirty years ago ... or even ten years ago. It is a highly educated work force -- with people demanding different forms of satisfaction beyond mere wages and salaries.

Training and orientation are two areas in which we must do some soul searching. Wages will certainly

continue to escalate. But we still can do something to keep competitive and that is to increase efficiency -- both through motivational orientation and technical training.

Now I don't think we'll ever reach the stage that workers will start off the day by doing group calisthenics and singing the company song as happens in more than a few Japanese plants. But, leaving out such obvious emotional displays, let us look at some other things that our foreign competitors do -- that we have again benignly neglected.

The average Japanese employee experiences some 30 hours of annual training on the entry level. In the United States, we generally offer some brief on the job training and then turn the worker loose. Again, there are no rules against our revitalizing our employees training ... reorienting them to the big picture of where they fit in, how crucial they are to the success of the overall enterprise.

Beyond such motivational programs, industry bears a crucial and basic responsibility of recapitalization -- investing in the future. American firms on their own -- and with increased support from the government -- must invest in long term manufacturing capabilities. It is an unfortunate fact of life that 90 percent of the robots being installed today are going into manufacturing facilities outside of the United States.

And motivation can't substitute for the right tools. As Senator Bentson of Texas said recently in criticizing American industry's lack of plant modernization, "Blaming lack of production on poor worker motivation is not addressing the full issue. For, if you take two able and willing workers, one with a power saw and one with a hand saw -- guess which one will cut the most wood?"

It's just that simple. Motivation alone won't do it. Machinery alone won't either. But the combination of motivation and proper working tools and environment will take us a long way in getting back that productive lead we once held.

In management, we have fallen in love with the substance of structure without understanding what it is doing to us by additional layering of echelon upon echelon of management. One observer remarked that in U.S. corporations we have board chairmen, chief executive officers, presidents, vice presidents, assistant vice presidents, directors, managers, group heads, supervisors, leading foreman, just plain foremen -- and then if anyone is left over we may just have a few people left to do the work. In Japan they have far fewer layers of management.

However, all is not negative. For more and more people . . . laymen . . . those in government positions . . . as well as those in commerce and industry have become sensitive to our deteriorating competitive position in the world marketplace. For even in such vital areas as our defense production we are heavily dependent upon foreign purchases -- not for just raw materials but for manufactured parts and components.

I believe as a result we have a genuine national ground swell -- from the every day citizen, from workers, through management -- to take drastic action. A constructive, cooperative action to improve our world marketing/production position ... which, of course, will have a direct bearing, in time, upon inflation and employment.

What can we do?

No single group in the United States has more potential to remedy the situation than those of us here in this room this morning. We represent all of the armed forces and various other government agencies. We come from the major manufacturing enterprises of America. And we are members of key industrial associations.

We can return to our home bases with two choices. We can continue our "Benign Neglect." Or we can start that second industrial revolution. A positive, industrial revolution of the late twentieth century. By rattling cages. By making waves. By challenging. By questioning productive processes. By selling our own management, labor and individuals on the critical need to do something. And to do it now in righting productive wrongs.

As I'm sure you are aware, all of us like to take part in America's favorite pasttime of blaming our government for whatever we think is wrong in our society.

Certainly in our field, some government regulations have proved to be annoying at best -- and counterproductive at worst. But I'm here today to think in an upbeat manner. And to challenge you to do the same. Let's take a positive approach. Let's look at what we can do together. Industry -- and government -- working in concert to whip this productivity problem.

One of the most exciting programs in existence, I think, is the Department of Defense Manufacturing Technology Program -- offering an excellent opportunity for government and industry to further the cause of increased productivity by helping us to break loose from outmoded methods of manufacturing. Some two hundred million dollars is available for research into modernizing our productivity. Let us not fail to take advantage of this "Golden Opportunity" to help ourselves and our entire nation.

I would hope that other government incentives to increase venture capital and production would be forthcoming -- such as Bill 10-5-3, Capital Cost Recovery Act. (Senate Version 1435 and House 4646) Unfortunately, this bill has been on the back burner of Congress for more than a year now. If it would come to fruition -- And why shouldn't it -- we would see added incentives for business through more realistic depreciation policies.

I would hope, too, that there would be a reduction in unnecessary regulations and formal structuring of relationships that prevent suppliers of lower echelons from working in closer harmony and partnership arrangements with prime contractors.

This time is long past due for labor, business and government to begin to cooperate in the fullest meaning of that word.

Rather than bearing our fangs at each other -- let us form a partnership . . . a partnership dedicated toward building a common cause rather than tearing apart in an adversary relationship.

We all know the problem -- which is fifty percent of the battle. We know our real adversaries. We know where we have gone wrong -- and where we can go right.

We know what to do. And we know how to do it right.

We're all in this together. For we are all builders. Design Engineers . . . Marketers . . . Production Experts . . . and those men and women who are the grass roots, the backbone and heart of our production system -- The Workers. Yes, we're all builders in our own way . . . .

I would like to close with a brief poem that so aptly expresses that thought of "Each of Us as a Builder." It was written by Edwin Markham some 80 years ago at the turn of the century:

"We are blind until we see  
That in the human plan,  
Nothing is worth the making if  
It does not make the man.

"Why build these cities glorious  
If Man unbuilt goes?  
In vain we build the world unless  
The builder also grows."



### **A D P A — "WHAT IT IS"**

- NON-PROFIT - NON-POLITICAL
- GOVERNMENT - SCIENCE - INDUSTRY

**"IMPROVE THE EFFECTIVENESS AND EFFICIENCY OF THE GOVERNMENT -  
SCIENCE - INDUSTRY RELATIONSHIP IN THE DEVELOPMENT AND  
PRODUCTION OF WEAPONS AND WEAPON SYSTEMS."**

- TECHNIQUES - PROCESSES - MATERIALS
- KEEP MEMBERS AND PUBLIC INFORMED
- COOPERATE WITH TECHNICAL AND INDUSTRIAL ASSOCIATIONS
- NATIONAL DEFENSE STRONG - WAR AND PEACE

#### **A D P A MANUFACTURING DIVISION SECTIONS**

CAD/CAM  
ELECTRONICS  
INSPECTION AND TEST  
NON-METALS  
METALS  
MUNITIONS

#### **DoD M T A G SUBCOMMITTEE**

CAD/CAM  
ELECTRONICS  
INSPECTION AND TEST  
NON-METALS  
METALS  
MUNITIONS

**PRODUCTIVITY GROWTH  
IN THE 80'S  
BY A SECOND  
INDUSTRIAL REVOLUTION**

### **PRODUCTIVE IMPROVEMENT**

- COMPETE
- OR
- FAIL

### **BACK TO BASICS**

- RE-THINK
- RE-VISIT
- RE-ANALYZE
- CHALLENGE

### **PRODUCTIVITY SLOW DOWN**

- GOVERNMENT REGULATIONS
- ENVIRONMENTAL
- SOCIAL
- CAPITAL INVESTMENT
- TECHNOLOGY

### **U.S. FACTORIES**

- FACILITIES - OLD
- MACHINE TOOLS - OLD
- DESIGN
- SIZE
- PLANT LAYOUT

### **REDUCE OR ELIMINATE**

- |                        |                         |
|------------------------|-------------------------|
| ● EXPEDITORS           | ● MIDDLE MANAGEMENT     |
| ● TIME KEEPERS         | ● STAFF                 |
| ● FOLLOW-UP CLERKS     | ● LIBRARIES             |
| ● RECEIVING INSPECTORS | ● LAWNS AND GREENHOUSES |
| ● PROGRAM MANAGERS     | ● MATERIAL HANDLING     |
| ● QUALITY CONTROL      | ● GUARDS                |
|                        | ● RECEPTIONISTS         |

### **MANAGEMENT ACTIONS**

- REDUCE INVENTORIES
- BUILD IN QUALITY
- REDUCE INSPECTION

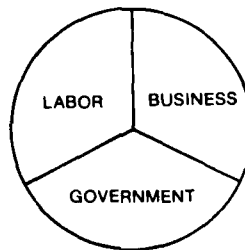
### **AMERICAN MANAGEMENT**

- IMPERSONAL
- COMMUNICATIONS
- WORK FORCE
- TRAINING
- RIGHT TOOLS
- LAYERING

### **SECOND INDUSTRIAL REVOLUTION**

- PUBLIC AWARENESS
- GOVERNMENT REGULATIONS
- DEPRECIATION
- DOD MTAG

### **COOPERATE FOR SURVIVAL**





AEROSPACE INDUSTRIES ASSOCIATION

by

MR. RALPH PATSFALL

Manufacturing Committee, AIA  
Managers Manufacturing Technology Operations  
General Electric Corporation

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Good Morning, I am Ralph Patsfall and it is my pleasure to represent the Manufacturing Committee of the Aerospace Industries Association at this Twelfth Annual Tri-Service Manufacturing Technology Conference. The theme of this meeting "Productivity Growth in The '80's," has highlighted the most significant challenge that Government, Industry and Academia will face in the next decade. As manager of the Manufacturing Technology Operation of General Electric's Aircraft Engine Group, I am more than aware of the significance of the role that manufacturing technology will play in providing the wherewithal to turn the tide from a productivity decrease our nation has encountered to a prosperous productivity growth increase.

For a few minutes this morning, I would like to share with you some of the activities and results achieved within the Manufacturing Committee of the AIA during the past year and provide you with several recommendations which we feel will increase the effectiveness of your manufacturing technology program in increasing productivity. I have chosen to direct these recommendations toward the recently formalized USAF program entitled "Technical Modernization or Tech-Mod." In a broader sense, manufacturing technology, either industry and/or government supported, is expected to provide the technology base for upgrading and modernizing our factories to meet and surpass our competition whether nationally or internationally, - provide a significant increase in productivity. This increase in productivity is necessary to provide not only for the defense of our country but also to solve many of our economic problems.

The Keys to productivity growth in the '80's are:

1. Technology
2. Capital Investment
3. Quality of the Labor Force
4. Management Effectiveness

These Keys are not new. Several studies have disclosed these same four major ingredients. This conference has as its goal, a review of the present and planned manufacturing technology programs as selected by our three services. Secondly, it will determine how effectively the dollars, which have been allocated, have been managed. The USAF Tech Mod program, I have mentioned, is concerned with providing the contractual means for industry to provide the capital investment dollars necessary to increase productivity and lower the cost of weapon systems. It appears that this conference is addressing three of the Keys to productivity. I am sure that before the day is over you will hear the fourth Key, Quality of Labor, addressed.

The AIA is presently made up of 46 member companies with significant portions of their business in the aerospace sector. When productivity growth rate of the aerospace industry of 4.5% was compared to the growth rate of the national average of 2.7%, the industry was clearly ahead. When we consider that the Japanese are entering the aerospace market with a productivity growth rate of over 7%, we cannot rest on our laurels. All of the member companies have productivity programs to increase their growth rate and remain competitive.

The executive committee of the Manufacturing Committee is made up of the manufacturing management of eight of the member companies. Extensive discussions have been held on the subject of Productivity. In fact, our Spring Committee meeting had a theme similar to this meeting, "Productivity, Challenge of The '80's."

The executive committee has established three Manufacturing Technology Advisory Groups, MTAG's to assist them in their activities. They are:

1. Manufacturing Management Systems
2. Methods, Processes & Equipment
3. Computer Aided Manufacture

All of these MTAG's have recently been requested to review their activities with respect to productivity.

Several studies have recently been completed which have applicability to the productivity issue. A study was conducted of the member companies to ascertain what types of productivity programs were being conducted and how the effectiveness of these programs are being measured. The study revealed that all forms of productivity programs were being conducted, i.e., from Quality Circles to improved Value Engineering, and that agreement on how to measure productivity was impossible but that simple input over output was not a very satisfactory measurement.

Another study reviewed what skills training was occurring within AIA member companies and to highlight which skills were not adequately being developed. The major shortages were in formally trained manufacturing engineers and an inadequate supply of computer software engineers.

The transfer of technology within the industry was reviewed and was found to be difficult and occurring on a piecemeal basis. This issue is to be studied in more depth in the next year with the goal of establishing a better means of increasing the effectiveness and timeliness of technology transfer.

The introduction of the USAF Tech-Mod program has triggered considerable discussion and the positive and measured results achieved with the F-16 program at General Dynamics has become a model for these discussions. These discussions have led to the formalization of several recommendations as to how the interaction between Manufacturing Technology and Technical Modernization can be strengthened and become effective during the '80's, -- "Bridging the Gap."

To assure that you understand what is meant by "Gap," the four phases of manufacturing technology must be defined.

1. Feasibility establishment - IR&D
2. Scale-up of the technology
3. Pilot production using the technology
4. Production implementation of the technology

Manufacturing Technology encompasses phases 2 & 3, the technology must be developed to the point where specifications, process parameters and production yield and rate are developed before capital investments can be made to fully implement (Tech-Mod) the technology. In the past, few of the manufacturing technology programs as sponsored by DoD have progressed to the level where these investments could be made. The successful programs have been driven through the gap, primarily by demand for a new weapon system. The final two phases of the technology were supported by the acquisition contract for the weapon system. Since the number of new weapon systems planned is low, the number of technologies progressing over the gap will become even lower unless new methods for implementing manufacturing technology are developed.

In identifying an alternate method, some of the Gap drivers were identified and listed. I am sure, although not proposed as complete, that these drivers are recognized by this audience as significant and for the most part desired. Since our theme is productivity and I represent the Aerospace Industries Manufacturing Community, let us concentrate on how the manufacturing technology associates with manufacturing productivity. The Tri-Services in their program summaries have indicated interest in many of these areas and are in some cases indicated to be major thrusts. The importance of these drivers in increasing productivity in the aerospace industry is also recognized. It is now required that we manage the introduction of them in a timely and effective manner.

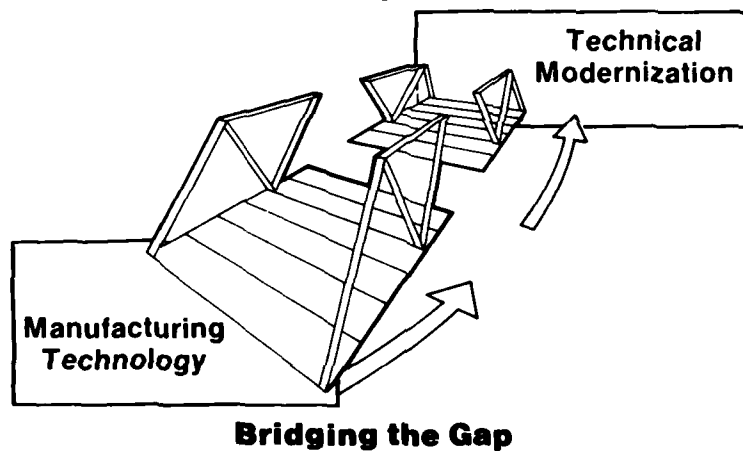
First, let us review how we managed the technology in the past. As previously mentioned product driven technology has generally been implemented. Technology which improves productivity and lowers cost has not had clear sailing unless it is generally applicable to the industry. Some have been specifically attached to a component of a weapons system which either did not go into production, such as the B-1 Bomber, or the number of systems to be purchased could not provide sufficient ROI to be implemented.

The proposed method is constructed to avoid some of the past pitfalls. In essence, it involves selecting large programs involving the integration of manufacturing technology into systems which will require the contractor(s) to tie together the smaller pieces of technology required to develop an operating system or center to establish a new technology frontier of the state-of-the-art. The automation of the milling of aircraft structural components by MBB in West Germany, is the magnitude type of programs the AIA would like to see the Tri-Services support. Machining cost is a significant portion of present and future aircraft and such a development would provide the technology to significantly impact the cost of airframes. The sheet metal and electronics wedge of the ICAM program are steps in the right direction but, we must assure that the demonstrations are complete, and are, with only minor modifications, adaptable by industry in a timely fashion.

I have recently visited both Japan and Europe, examining their state of manufacturing technology. I was more than impressed by the projects they have in operation or under development but most of the fundamental technology they use as an application base came from this country. I am convinced that this country has the technology to leap frog them in the near future if government, industry, and academia are joined together in a productivity thrust. The DoD Manufacturing Technology Program is the vehicle we must use to provide the desired Productivity Growth in the '80's.

## **Productivity Growth in the 80's**

**Aerospace Industry Association  
Manufacturing Committee**



### **Keys to Productivity Growth in the 80's**

- Technology
- Capital Investment
- Quality of Labor Force
- Management Effectiveness



Productivity Growth in the 80's

**AIA Role**

- **46 Member Companies**
  - Productivity Growth Rate 4.5% vs. National 2.7%
  - All Have Productivity Programs
- **Executive Committee**
  - 8 Major Aerospace Companies
  - Manufacturing Management
  - Extensive Discussions
- **MTAG's**
  - Manufacturing Management Systems (MMS)
  - Methods, Processes and Equipment (MPE)
  - Computer Aided Manufacture (CAM)

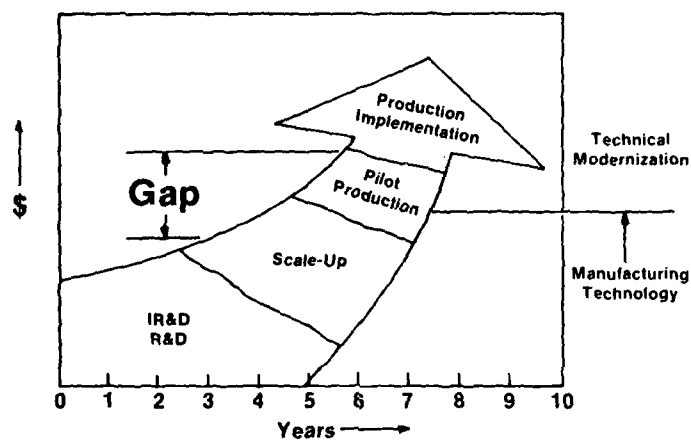
Productivity Growth in the 80's

**AIA Role (Cont.)**

- **Recent Studies**
  - **Productivity**
    - Difficult to Measure
    - All AIA Companies Emphasizing
  - **Skills Training**
    - Shortage Highlighted
    - Computer Software Engineers
    - Formal Manufacturing Engineer Education
  - **Introduction/Transfer New Technology**
    - Difficult
    - Piecemeal?
  - **Manufacturing Technology — Technical Modernization**

## Manufacturing Technology—Technical Modernization

### Manufacturing Technology Phases

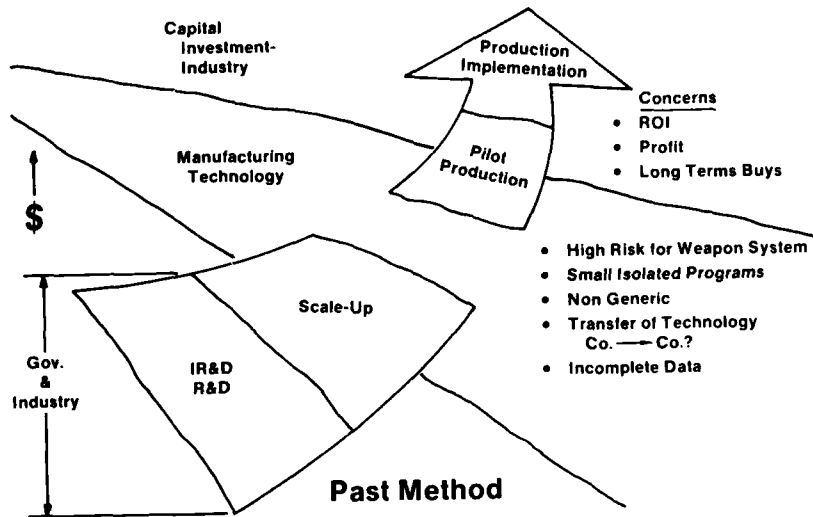


## Manufacturing Technology—Technical Modernization

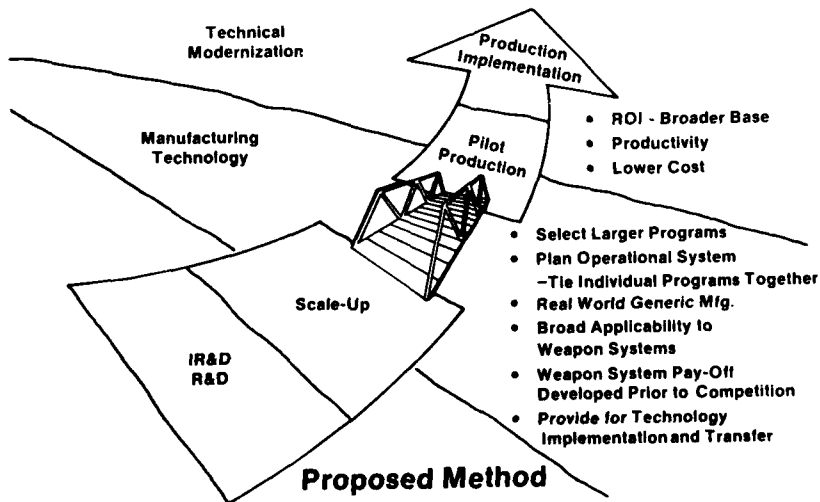
### Gap Drivers

"Better Mousetrap" Product Design	"Cheaper Mousetrap" Manufacturing Productivity
<ul style="list-style-type: none"> <li>• Hypersonic Flight</li> <li>• Stealth</li> <li>• Improved Aerodynamics</li> <li>• New Materials</li> <li>• Increased Payload</li> <li>• Longer Life Cycle</li> <li>• Mission</li> <li>• Range</li> </ul>	<ul style="list-style-type: none"> <li>• CAM</li> <li>• Automation</li> <li>• Robotics</li> <li>• High Speed Machining</li> <li>• Near Net Shape</li> <li>• Composites Mechanization</li> <li>• Laser Processing</li> <li>• Group Technology</li> <li>• Improved Cutting Tools</li> </ul>

## Manufacturing Technology—Technical Modernization



## Manufacturing Technology—Technical Modernization





AMERICAN WELDING SOCIETY

by

MR. ROBERT C. HOLLAND

Vice President, Marketing  
Control Laser Corporation

After an incubation period of some ten years, the laser is finally becoming accepted by industry as an important industrial tool. Ultimately, manufacturers have realized that the risk of replacing well-established approaches with a non-traditional, somewhat mysterious, high-technology technique is far outweighed by the benefits accrued namely:

- o Fast cutting speeds with small kerf losses;
- o Exceptionally long "tool" life -- a laser never dulls or breaks;
- o Low heat input coupled with self-quenching;
- o Minimal thermal distortion;
- o Operates in a normal manufacturing environment (with appropriate cabinetry);
- o No contamination effects; (with appropriate shielding gas)
- o Easily adaptable to virtually all types of control systems; and
- o Minimal workholding fixturing is required because the process is non-contact in nature.

This paper discusses some of the basic characteristics of a laser beam, describes types of laser welding and cutting machines, and offers some performance data on commercially available systems.

#### Laser Beam Characteristics

Three properties of a laser beam -- narrow beam width, enormous intensity and coherence -- uniquely qualify it to be at the business end of sophisticated metalworking machine tools. Being nearly parallel and coherent (that is, all the emitted light rays are of the same frequency and radiate in "lock step"), the beam from a high-power laser can be focused down to a very small round "spot" only a few thousandths of an inch in diameter. This focused beam produces power densities ranging between tens of millions to hundreds of millions of watts per square inch on the surface being worked. Such power is sufficient to melt or even vaporize the area of the workpiece on which the beam impinges. Welding or cutting is effected by inducing relative motion between the laser beam and the workpiece.

#### Types of Metalworking Lasers

There are two major types of lasers presently employed in industrial metalworking systems -- the Nd:YAG and the CO<sub>2</sub>. The Nd:YAG laser emits at 1,064 nm while the CO<sub>2</sub> emits at 10,640 nm. Because of the ten times difference in wavelength, some materials readily absorb Nd:YAG laser energy and other materials readily absorb CO<sub>2</sub> laser energy (see Figure 1); however, there are materials which can be worked equally well with either Nd:YAG or CO<sub>2</sub> laser energy.

The Nd:YAG type is a solid-state variety whose lasing medium is a single crystal rod of yttrium-aluminum-garnet doped with neodymium. The lasing action is initiated by focusing the intense light from one (or more) krypton arc lamps onto the crystal via an elliptical reflective cavity. Nd:YAG lasers presently are available with power outputs anywhere from 50W to 1 kW.

The CO<sub>2</sub> type is a gas laser whose lasing medium is the CO<sub>2</sub> gas molecule. (Note: Because of the medium, the CO<sub>2</sub> type often is referred to as a molecular laser.) In this case, laser action is activated by an electric discharge in a partial pressure mixture of carbon dioxide (CO<sub>2</sub>), helium (He) and nitrogen (N). CO<sub>2</sub> lasers are capable of delivering from 100W to 15kW of output power.

#### Laser Turnkey Systems

Three features of lasers make them conveniently adaptable to conventional machine tool mechanisms with computer numerical control (CNC):

- o Laser output power can be automatically and precisely controlled;
- o The laser beam can be easily manipulated by means of mirrors; and
- o Laser materials processing is a simple, non-contact method of delivering high energy to a stable focal spot.

For these reasons, lasers can be easily integrated with CNC plasma cutting equipment, bridgeport-type mills (see Figure 2), CNC automatic punch press machines, CNC X-Y tables, diamond cutters (see Figure 3), robots or other production-line systems with dial feed tables or conveyors (see Figure 4).

Figure 5 shows a 2-kW CO<sub>2</sub> laser integrated with a CNC-controlled plasma cutting mechanism to provide five axes of motion for the laser beam itself. The laser beam is projected from the stationary laser to a 90 degree beam-bending mirror attached to the Y-axis gantry and is deflected at a 90 degree beam-bending mirror attached to the X-axis carriage.

Relative motion between the X-axis gantry and the Y-axis carriage provides for a total of 14 ft. x 14 ft. travel of the laser beam to the X-Y plane. The laser beam is deflected downward from the mirror attached to the X-axis carriage to a 90 degree beam-bending mirror attached to the Z-axis slide which, in turn, provides 2 ft. of beam motion on the Z-axis. The laser beam is rotatable about the vertical axis (described at the A axis) by rotation of the mirror attached to the Z-axis slide and represents the A axis.

As the beam exits the A axis, it strikes another rotatable mirror, which rotates around the horizontal axis (designated the B axis), and subsequently proceeds through the focusing lens to the workpiece. All these motions combine to provide for five axes of accurate high-speed CNC manipulation of the laser beam for the welding and cutting of wide variety of aerospace or commercial products that are diverse with regard to material, size and configuration.

#### The Welding and Cutting Process

Characteristics of a laser weld are similar to those of an electron-beam weld (see Figure 6). However, laser welding is not encumbered with a requirement for a vacuum environment around the workpiece. This attribute of laser welding means throughput can be significantly increased and the size of weldment that can be accommodated is not restricted to the inside dimensions of a vacuum chamber.

In welding applications using 2-kW of laser output power, full-penetration welds of various materials were made at the travel speeds listed in Table 1.

Cutting with a laser beam is accomplished using a high-pressure gas jet coaxial with the laser beam. Generally employed is a gas nozzle with a small orifice (approximately 0.050 in. in diameter) through which the laser beam can be focused.

Air, oxygen and inert gases, such as argon, often are used to aid cutting action (see Figures 7 and 8). When an inert gas is used, the cutting action is accomplished by a high-pressure jet blowing the vaporized and molten metal away from and through the cut kerf. When oxygen or air is used, an additional exothermic reaction takes place which enhances the cutting action, providing higher cutting speeds or permitting greater thicknesses to be cut. Typical cutting parameters using a 2-kW CO<sub>2</sub> laser are given in Table 2.

#### Applications

A good example of the 2-kW CO<sub>2</sub> laser's capabilities is provided by an application involving the gas-turbine XM1 tank engine manufactured by AVCO Lycoming (see Figure 9). This engine incorporates the use of a recuperator heat exchanger which requires 10,000 ft of weld per assembly. Presently, the recuperator is resistance-welded; however, serious consideration is being given to laser welding because it is a non-contact method and has higher welding speed capabilities than conventional techniques.

Recuperator plates made of 0.008 in.-thick Inconel 625 were welded together at a rate of 250 in. per minute using 1.5 kW of laser beam power (see Figure 10). The contoured weld path was provided by CNC laser beam motion.

Other examples of laser welding are shown in Figures 11, 12, 13 and 14. An example of laser cutting is shown in Figure 15.

Table 1 - Full-Penetration Welding Rates  
for 2-kW CO<sub>2</sub> Laser System

Metal	Thickness		Speed	
	mm	in.	mm/sec	in./min
Stainless Steel	6.50	0.256	6.0	14
Stainless Steel	0.50	0.020	180.0	425
HSS/Carbon Steel	1.35	0.053	36.0	85
INCO 625	0.50	0.020	100.0	236
HSS/EN 47	0.75	0.030	130.0	307
Mild Steel	2.0	0.079	25.0	59
Mild Steel	4.0	0.158	7.0	17
16% Cr, 10% Ni Alloy	4.75	0.187	25.0	59
C263	3.40	0.134	11.5	27
HSS 188	2.00	0.079	40.0	95
Titanium Alloy	2.00	0.079	50.0	118
Titanium Alloy	1.00	0.039	50.0	118
Zirconium Alloy	3.00	0.118	13.0	31
H15 Aluminum	1.00	0.039	46.0	109

Table 2 -Metal Cutting Rates for  
2-kW CO<sub>2</sub> Laser System

Metal	Thickness		Speed	
	mm	in.	mm/sec	in./min
Mild Steel	0.90	0.035	8.0	18.9
Mild Steel	4.20	0.165	4.5	10.6
Mild Steel	12.50	0.492	0.6	1.4
Stainless Steel	2.00	0.079	4.0	9.5
Stainless Steel	3.30	0.130	3.0	7.1
Stainless Steel	6.30	0.248	2.1	5.0
Invar	0.75	0.030	4.2	9.9
Zinc	0.50	0.020	4.5	10.6
Aluminum	1.60	0.063	2.4	5.7
Aluminum (Anodized)	1.60	0.063	2.4	5.7
Dural	3.50	0.138	0.6	1.4
Stellite 6	2.50	0.099	1.6	3.8
Cr/Mo	0.25	0.010	30.0	70.9
Titanium	3.50	0.138	0.4	0.9



- Figure 1 - Shown here is a CO<sub>2</sub> laser cutting wood. This application is well suited to the CO<sub>2</sub> laser because its output energy at a wavelength of 10,640-nm energy is readily absorbed by fibrous materials.
- Figure 2 - This universal, high-power metalworking system utilizes a 200-W pulsed Nd:YAG laser whose head is mounted on a bridgeport milling machine.
- Figure 3 - This diamond cutting system is designed specifically to cut gemstones, most particularly diamonds. It utilizes a 50-W CW Nd:YAG Laser and an x-y translation table with an associated programmable computer which moves the workpiece under the laser beam.
- Figure 4 - This is high-power CW Nd:YAG laser with six laser heads mounted on a common rail and six separate power supplies. Designed for materials processing applications, this system develops 600 W of continuous-wave (CW) power.
- Figure 5 - Five-axes, microprocessor-controlled laser welding and cutting facility.
- Figure 6 - Shown here is a 3-mm weld, produced at 30 mm/sec on 3-mm thick stainless steel produced at 30 mm/sec by a 2-kW CO<sub>2</sub> laser.
- Figure 7 - This complicated geometric piece was cut out of a 0.125-in.-thick carbon steel plate with a pulsed Nd:YAG laser capable of producing an average output power of 400 W. This particular application required an output energy of 14 J per pulse at a pulse repetition rate of 12 pulses per second and a pulse width of 4 msec. To help the laser cut through the steel blank, oxygen under 40 pounds per square inch of pressure was introduced at the point on the surface at which the laser beam was focused. The pattern was produced by moving the steel blank under the laser beam via a computer-controlled x-y positioning table. Travel speed was 2.5 inches per minute.
- Figure 8 - This photo shows the geometric piece of Figure 7 positioned in the cut out area of the steel blank. Note that the kerf width -- that is, the width of the cut -- is very small (about 0.015 inch).
- Figure 9 - Serious consideration is being given to welding the recuperator plates of this gas-turbine XM1 tank engine with a 1.5 kW laser system.
- Figure 10 - Recuperator plates used in the XM1 tank engine (see Figure 9) are shown here after being laser welded.
- Figure 11 - CO<sub>2</sub> laser is shown here welding the inner race of a planetary gear.
- Figure 12 - Shown here is a flange spot-welded by an Nd:YAG laser to a bimetallic heat sensor. Because a laser produces a very small heat-affected zone, it can be used in proximity to heat-sensitive parts.
- Figure 13 - This relay can was hermetically sealed with a 200-W pulsed Nd:YAG laser.
- Figure 14 - Shank-to-bit butt welds were made on these drills with a 600-W CW Nd:YAG laser system (see Figure 4). This procedure permits the manufacturer to use expensive alloy material only for the bit and relatively inexpensive carbon steel for the shank.
- Figure 15 - This is an example of a circular saw blade cut out of a blank with an Nd:YAG laser.



Figure 1

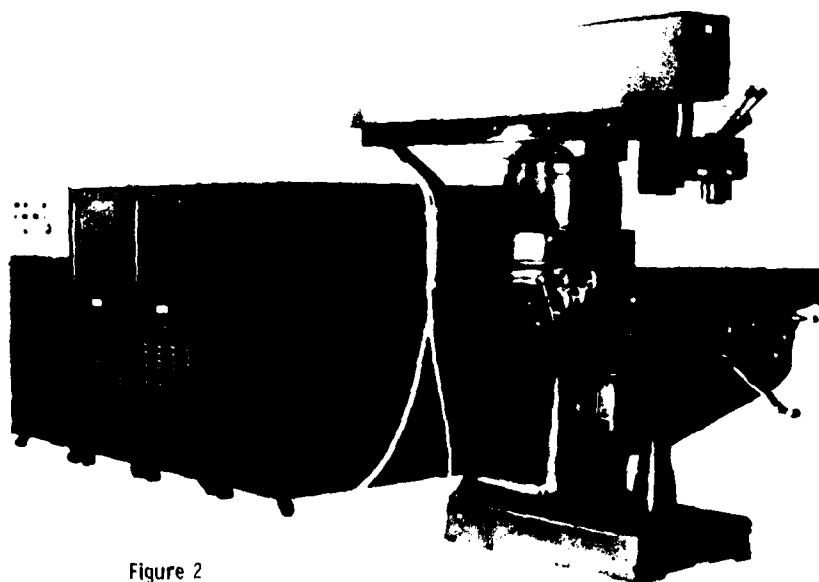


Figure 2

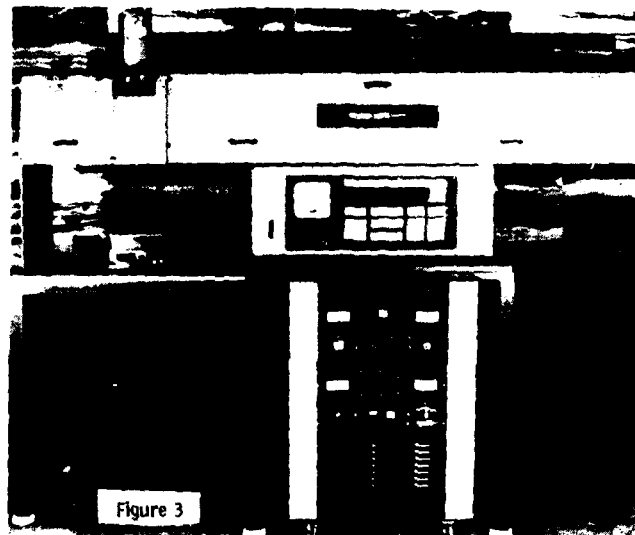


Figure 3

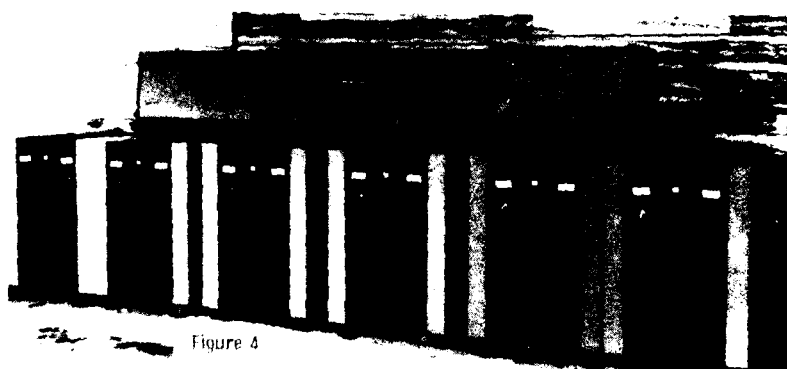
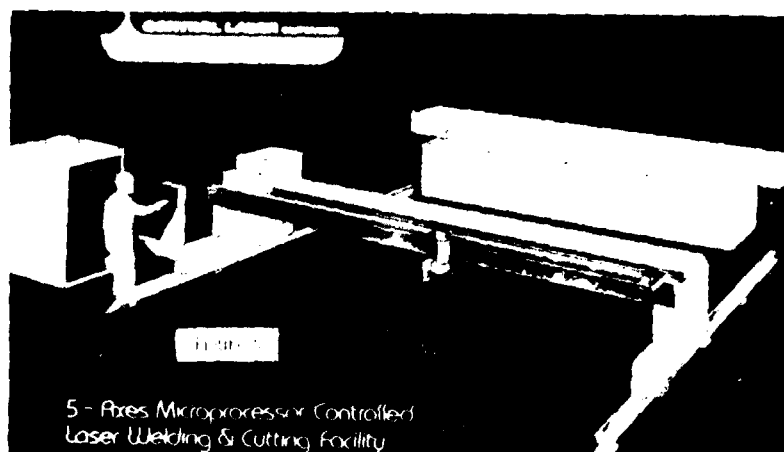


Figure 4



5 - Axes Microprocessor Controlled  
Laser Welding & Cutting Facility



Figure 6



Figure 7

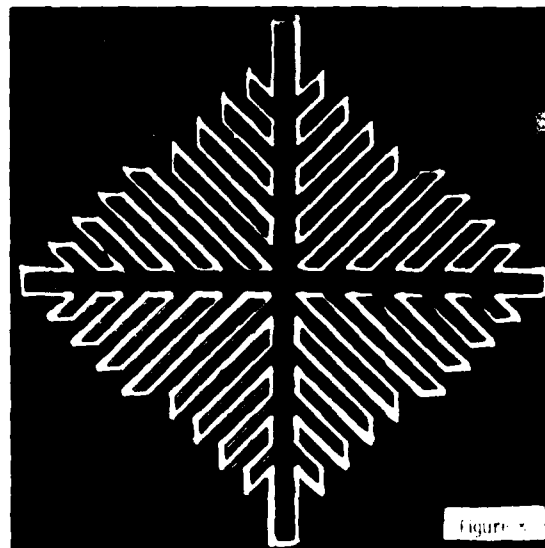
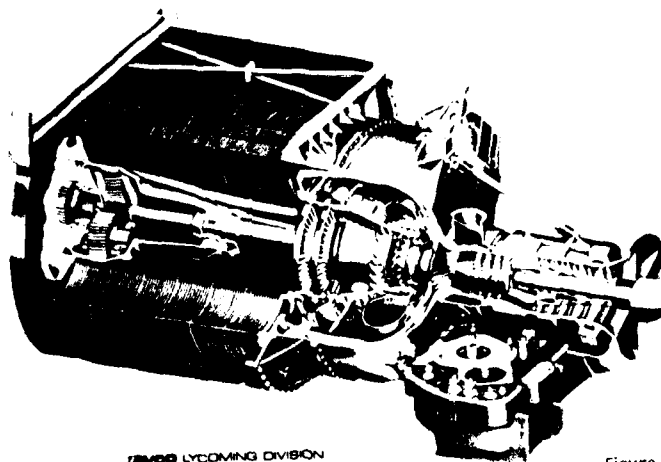


Figure 8



AGT 1500 TURBINE ENGINE FOR THE XM1 TANK

Figure 9

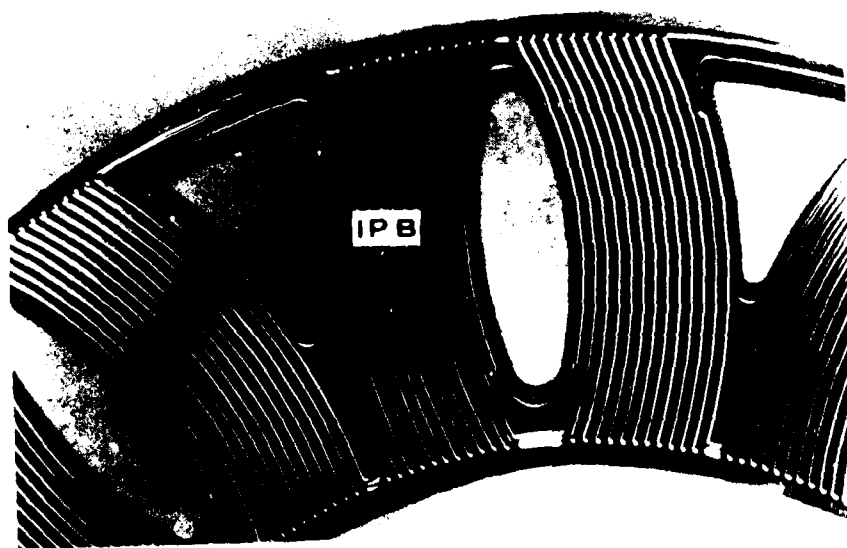




Figure 11

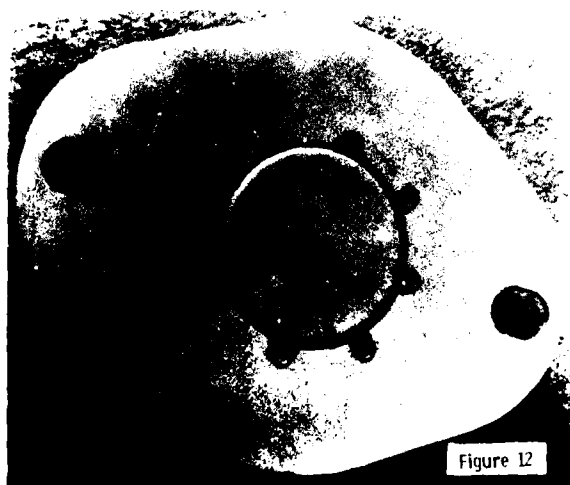


Figure 12

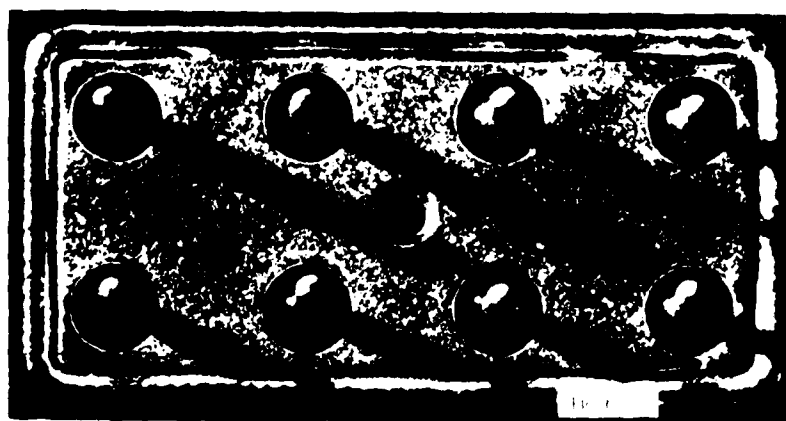


Figure 13

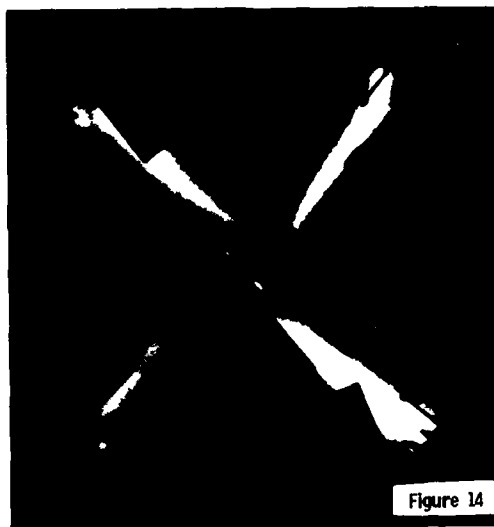


Figure 14

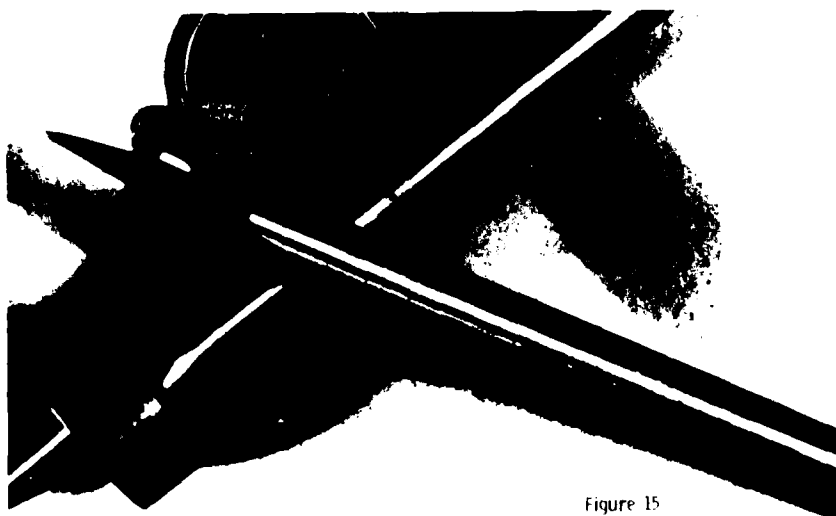


Figure 15



AMERICAN WELDING SOCIETY

by

MR. RONALD C. REEVE, JR.

President, Advanced Robotics Corp.



Mr. Reeve's presentation is unavailable for publication. A brief abstract follows.

The number of welders required, if current projections are followed, will increase by 23 percent by 1985 and 33 percent by 1990. The increases in particular industries is higher than the average; for example, the fabricated metal products industry will require 55 percent more welders by 1990. Because the welding environment is hot, smoky, and fatiguing, these numbers may not be attainable. One solution is to use automated arc welding robots. These robots do not replace welders, they increase the welders' productivity. Welding robots are specialized because they need high technology controls, they must operate smoothly, and they must be integrated into a complete production system. A major advantage of robots over conventional automated welding equipment is flexibility. The welding system can be easily reconfigured to weld many different parts and the failure of a single robot or small group of robots will not shut down the whole line. As an example, an 18-robot line operating under computer control arc welds six families of 33 different axle housings.



ELECTRONIC INDUSTRIES ASSOCIATION

by

MR. DALE B. HARTMAN

Corporate Director of Manufacturing  
Hughes Aircraft Corp.

Presentation not available for publication



NUMERICAL CONTROL SOCIETY

by

MR. EDWARD J. TOTON

Immediate Past President, NCS  
Senior Staff Engineer, General Motors Technical Center

## NCS INITIATIVES IN EDUCATION AND TRAINING

Entering its third decade of existence, Numerical Control has been a paradox of application and acceptance. As a result the technology has fallen short of anticipated levels of use — particularly in small to medium-sized firms.

"The NCS Mission is to achieve worldwide leadership in the promotion and diffusion of knowledge in the technical application of NC, CAD, CAM".

NCS has contributed to this mission over the last 17 years, through a worldwide network of chapters, a variety of seminars and training programs. At the AMTC alone over 75 technical papers are presented.

NCS has found through a 1978 survey that a minimum of 22,700 small and medium-sized manufacturing facilities who did not have any NC, could profitably use Numerical Control Technology. Unfortunately, the majority of these companies did not plan to invest in NC in the near future.

Survey findings indicated a series of simple questions that a small or medium-sized company could review quickly to determine if their operation represents a likely candidate for NC technology, (see figure 1).

FIGURE 1

The combination of any three of the following conditions means NC can be successfully implemented:

- More than 25% of the parts can be grouped in families
- More than 25% of the parts require three or more speed/feed changes within a single setup.
- Parts with contours are defined by mathematical equations.
- Typical lot size is less than 50 pieces.
- More than 25% of the parts contain contours that are not lines and/or circles.
- More than 25% of the parts contain compound angles.
- Average setup exceeds 3 hours.
- More than 25% of the parts have dimensional tolerances less than 0.001 inch.
- Typical part design is changed more than 5 times per year.

Applying the test to the survey participants indicated that approximately 8,000 of the over 22,000 companies possess manufacturing characteristics similar to companies currently successfully utilizing NC technology.

It does not take much imagination to predict the productivity improvement that would be possible if these companies were to take advantage of today's technology in numerical control.

The survey also asked participants to cite events that would have to take place before (A) Nonusers would employ NC and (B) Users would significantly increase their usage. Justification was cited as one of the primary importances. This means that a plant considering the acquisition of NC equipment must develop — or be helped to develop — an ability to conduct a proper justification analysis. (Financial, personal, etc.)

The availability of properly trained people possess another serious concern. The National Machine Tool Builders' Association (NMTBA) estimates that there will be a shortage of 20,000 technicians — annually — in Numerical Control over the next 5 years. That's 100,000 people that will be needed but unavailable. Another estimate, there will be 10,000 NC programmers short each year til 1985-86 — and that is 50,000 programmers also unavailable. What is being done about this situation?

The newly formed NCS Institute is responding to education and training needs.

On October 7, 1980 at Cleveland, Ohio the Numerical Control Society Institute (NCSI) began the first in a series of NC training courses, "NC Concepts and Fundamentals of Programming". The thirty hour course will span ten weeks, with 45 people participating.

This course is a part of the NCSI's Training Program that consists of a series of courses for training NC programmers and NC technicians for maintenance support. The program structure is the "NC Concepts . . ." course followed by the Basic Programming (Programming 1) course, then branches to parallel courses for either a programming or maintenance specialty (two or three 30 hour courses per specialty). A "NC Management" course, is optional to complete the program.

The NC Training Program will be extended to at least two more cities by early 1981.

The NCS education institution survey conducted last year identifies some alarming information. Only 12 colleges or universities offer a bachelor's degree (4 Year) and 82 schools offer associate degrees or certificates (2 Year), related to manufacturing technology. Compare this with 7 times — over 550 — the numbers of institutions, that offer associates and bachelor degrees in computer science. It is obvious that we have a long way to go in education regarding manufacturing technology.

Another alarming fact is that the curriculum varies considerably from school to school. Thus graduates from one school perform on a different level from those of another school.

To eliminate this situation NCS is developing a set of competency standards and curriculum guidelines for colleges and universities either not yet involved with NC/CAD/CAM or to assist upgrading existing programs so students will be able to meet certain standards and perform tasks required by industry.

This year we will conduct an industry-wide survey to determine industry's specific requirements. This information is vital to our recommendations for curriculum and development of competency standards.

To assist the NC user in hiring qualified programmers, and to enable programmers to evaluate their skills, NCS is offering a certification program for NC programmers. Three categories of certification are available. Each category certifies the programmer's skills related to programming ability based on the complexity of the part/workpiece geometry. The main advantage of NC programming certification is that it indicates ability to meet a certain set of implied standards. These standards consist of anticipated requirements in academic and experience areas that provide proficiency in NC programming.

Furthermore, to verify that the holders of NC programming certificates have kept abreast of new developments in NC, re-certification is required every three years. Through completion of a home study course, and a minimum number of points earned by attending seminars, courses, writing articles, etc.

NCS certification program is being expanded to include NC maintenance and management.

Training, education and certification are being accomplished through the NCS Institute.

Additionally, NCS advocates the establishment of an NC demonstration center. The center would assist users and potential users to evaluate, justify, implement NC systems and provide training.

The Center would provide companies considering the purchase of NC equipment, the first or expansion, an opportunity to:

1. Work with the Center's staff to prepare a part program.
2. Machine the Part
3. Assist in the formulation of generic specifications for the NC machine tool capable of producing the part types desired.
4. Provide for training — technician, operator, and programmer

An opportunity to decrease cost and to increase productivity of NC equipment is represented by the ability to exchange part programs between NC control units regardless of control brand or machine type. This can be achieved if a standard CLDATA Input Format is accepted for an increasing number of Computer Numerical Control (CNC) control units with on-line post processing capabilities.

Expected benefits of a standard CLDATA Input Format are:

1. Part program inventory reduction to one per job.
2. Operational flexibility to allow flow of job to any machine available within a facility without post processing the part program for a different control or machine. This is an important feature when a machine goes down and the job is high priority.
3. Improved coordination with subcontractors allowing part programs to flow back and forth depending on production requirements and availability of facilities.
4. Enhance military preparedness posture, with the ability to transfer CLDATA to other manufacturing facilities without reprogramming or post processing.

NCS hosted a meeting on August 7, 1980 at Fairchild Republic, to determine the NC user communities interest in accomplishing exchangeability of NC part programs. Fairchild demonstrated their capability for accomplishing exchangeability of CLDATA between controls regardless of control brand or machine type. Currently 18 companies including Fairchild Republic, Martin Marietta and Rockwell International are using this concept in production.

EIA IE-31 (Numerical Control) Committee has established a project (PN 1456) to develop a standard for exchangeability of CLDATA Input Format to numerical controls. In parallel with the formal standardization activities NCS will publish technical specifications with examples, expected benefits, etc., to gain acceptance within the NC user community.

NCS supports the following ongoing functions:

1. Providing a source for current state-of-the-art information through an annual technical conference, numerous educational courses, seminars and publications and local chapter charter programs.
2. Publishing the latest technical information in the newsletter, journal, and proceedings.
3. Acting as an outlet for "public domain" information and software.
4. Representing the NC/CAD/CAM concept in government programs directed at manufacturing technology.
5. Establishing certification guidelines.
6. Improving educational opportunities including the support of student chapters.

NCS is cooperating with others to further implement NC/CAD/CAM, by reporting on the activities and projects of CAM-I and other related organizations and where possible work with other groups to attack problem areas.

- Assist Program Development for the DIPEC Annual NC Workshop
- Serve as Secretariat for ANSI X3J7 for APT Language
- Cosponsor of the ICAM Industry Briefing, September 29 - October 1, 1980 in St. Louis
- Participate on MTAG Executive Committee and Annual Meeting.

In particular, NCS financed the reproduction and distribution of the US Army's excellent study of NC Lathe Languages. In December 1979 a special news conference was called to announce the findings and contents of the report. Eight trade publications have published major articles on this report during the past 10 months. A seminar on NC's Language selection was presented in February at Chicago. The foremost benefit of this study was that it provided a guide and methodology for each company to use in selecting the right NC language for its production requirements.

NCS encourages more studies of this type. In particular the NC machining center language evaluation published 6 years ago needs updating . . . over 1,000 copies have been distributed to date and it's presently out of print, and much of the material is outdated. Also a study of NC graphics systems would be extremely timely.

At the time NC was developed by the U.S. Air Force and the MIT project back in the early 1950's, few people visualized NC going beyond the machine tool, but both NC and the computer have improved over the past score of years and the computer has been applied to many design and manufacturing tasks beyond that of generating NC information. It is quickly being realized that the computer, not numerical control itself, is the key to the new manufacturing revolution, and we visualize the Numerical Control Society entering the 1980's as the focal point for total computer aided manufacturing.

Developing technology is only part of the job. Gaining acceptance and commitment to implementation is the real challenge.

Programs must be presented and information published to explain separate system modules that will eventually be linked together to comprise a total CAD/CAM system. Also standards must be established for the interface between engineering and manufacturing to allow implementation of individual systems today with easy cost effective integration tomorrow.

To this end NCS last year began establishment of CAD and CAM Chapters in addition to the NC chapters already in existence. Each major segment is providing an opportunity to come together to focus on its immediate area(s) of concern, NC or CAD or CAM. In other words, integration of these technologies will take place, but the manufacturing industry in general must implement within the framework of a dynamic long range CAD/CAM plan.

It's been said that manufacturing technology is the answer to the decrease in skilled personnel. This is misleading. Technology such as NC was to fill the void of skilled machinists. NC could and should alleviate that problem however, it has created problems of its own. It depends on ones definition of skill, but new

technology brings the need for educating and training people to support that technology. Is it skill or knowledge? . . . It is a combination of both! Educated and trained people equal profitable, efficient utilization of new technology.

NCS is committed to providing the required education and training for NC, CAD, CAM and to promoting the successful implementation of these technologies for increasing productivity in the worldwide marketplace in which we live.



NATIONAL MACHINE TOOL BUILDERS ASSOCIATION

by

MR. JOHN B. DEAM

Technical Director, NMTBA



The phrase "Productivity Growth in the '80's" has appropriately been selected as the theme for our MTAC Conference this year. That phrase, however, could represent a question about the direction our national economy will take in the years ahead or it could be the basis of a statement of national purpose which each of us, individually and collectively, adopts and pursues with determination. As was intended, the phrase must indeed represent a statement of national purpose. This is especially true because of figures recently released by the U.S. Department of Labor, Bureau of Labor Statistics, on productivity within the manufacturing sector of our economy. The report shows that in the second quarter of this year, productivity dropped 1.4% compared to a year ago. Even more alarming is the fact that from the first quarter to the second quarter of this year, productivity in the manufacturing sector dropped by a whopping 4.5%. The challenge is clear. But what affects productivity? What part does manufacturing technology play? And, how can, and are, those of us here today able to help in reversing this downward trend?

First, productivity is a result of the joint effect of many influences including new technology, capital investment, the level of output, capacity utilization, energy use, managerial skills, as well as the skills and efforts of the work force.

In particular, we might highlight the fact that productivity grows with increased training, education and motivation of the work force. It grows with a better working environment. It grows with a healthy, well cared for work force. Particularly important for those of us here today, it grows with better machinery and equipment with which to work, and it grows when more highly developed technologies are employed. And not to be overlooked or underestimated in importance, productivity grows with efficient, effective management at the helm. Some people might even argue that improvements in the other areas are of little consequence if effective leadership is lacking. As evidence of this, we can look at the productivity of a number of U.S. manufacturing plants where effective, motivated new leadership has turned losers into winners.

Yes, each of us, individually and collectively, can positively influence every one of these factors for ourselves and for those who work for us. But let's turn our attention to the two productivity influencing factors which are the specific subject of this conference, namely the machinery and the technology. In particular, I would like to address the machine tool related part of machinery and technology.

This machine tool field is of fundamental importance to the industrial base of our nation. It provides the basis for the production of everything that is manufactured, whether it be for civilian consumption or for our military preparedness.

It is, of course, with machine tools that all the other machines for the production of goods are made. In spite of this importance to the conversion of items from raw materials into finished products, machine tool sales account for only about 1/6 of 1% of our Gross National Product. For that reason, machine tools may be overlooked in our attempt to focus on the most important aspects of the manufacturing technology involved in productivity improvement. I hasten to point out that if we still used the primitive lathes and other machine tools of yesteryear, we would still be attempting to preserve the peace with armaments of that same vintage. And, while we do have vastly improved weapons systems, and other implements to preserve the peace, one can't help but speculate about improvements in cost or quality that these systems might have if both industry and government replaced their aging machine tool inventory with machine tools having new productivity improving features.

Let's review some of the productivity improving features being offered or developed by manufacturers of machine tools and related equipment and systems.

First, increased overall productivity can be achieved by a number of different but somewhat interrelated efforts. Productivity can be increased by reducing the time required for the initial design of manufactured products and also by reducing the time required for redesign or change. Such speed-ups will allow critically short design talents to be redirected to additional design tasks, or will allow earlier implementation of design improvements or product feature enhancements.

Better process planning will, of course, improve productivity. It will do this through more efficient use of processes and/or machines, and through the use of routings specifically tailored to the characteristics of the raw stock and of the finished workpiece. In the larger sense, better process planning can be construed to include taking advantage of optimized interrelationships within the entire manufacturing environment. And this makes for improved productivity.

Reduced inventories are another factor in improved overall productivity (Recall that productivity as reported by the Bureau of Labor Statistics indirectly considers, among other things, the efficient use of capital).

Productivity is certainly improved by the use of faster metal removal or forming rates. Of course, depending upon the complexity and size of the part, the metal cutting or forming times may be small compared to the total time that the part is in the manufacturing environment.

Often as, or more, important to improving productivity than reducing metal removal and forming time

is reduction of the time consumed between sequential cutting or forming operations. This area also has been addressed by the designers of new equipment and processes.

Finally, overall productivity can be enhanced through the use of automated inspection techniques and procedures. Such procedures limit the passage of bad parts to subsequent operations, thereby saving valuable downstream manufacturing and/or assembly time. It also reduces the incidence of premature field failures and the attendant loss of customer confidence.

As an adjunct to the direct benefit of increased productivity, some of the manufacturers of equipment are producing improvements that concurrently produce better parts. Better parts may result because of the availability, at no increase in manufactured cost, of parts with tighter tolerances. This might allow interchangeability of parts which previously had to be specially selected to fit or had to be matched with other parts. Better parts might also result from improvements in surface finish, which in turn might eliminate subsequent operations or might at least improve customer satisfaction.

We should look now at some specific examples of productivity improving efforts that have been undertaken by the designers of manufacturing related systems and equipment. We can easily do this with an abbreviated review of equipment displayed at the most recently held International Machine Tool Show. This show was held last month in Chicago and is sponsored by the National Machine Tool Builders' Association.

By way of introduction to this displayed equipment, let me first mention a few items of possible interest concerning the overall content and size of the show itself.

The show has grown considerably in size and scope since 1927 when it was first held. Even when comparing the recent show with that held 20 years ago, when numerical control was formally introduced to the manufacturing community, the show has greatly expanded in size, and in the technical sophistication that has been exhibited.

This year the show drew a crowd of nearly 106,000 people who came from all over the world to see nearly 800,000 square feet of exhibits in three locations, namely at McCormick Place-East, McCormick Place-West, and at the Conrad Hilton Exhibit halls. For those of you who attended the show and ended up with tired legs and sore feet, you might be interested to know that the exhibits covered an area equal to 50 football fields and that there were about 7 miles of aisles.

All told, there were 1,143 exhibitors that moved in and out about 18,000 tons of machine tools and other equipment, accessories and displays in 9 days. The total value of this equipment was over \$100,000,000. Needless to say, much that was new was on display and an abbreviated recounting could not cover everything of importance. But let's look at a few of the productivity improving items that were there.

Recall that one of the ways a firm engaged in manufacturing can increase its productivity is to reduce the design time required for the products that it manufactures, and to reduce the time required to implement engineering changes whether these be required because of new customer or market requirements, or because of engineering or manufacturing reasons associated with the current design. The specific ways in which design time and engineering change time has been reduced include an increasing use of interactive graphic systems, the use of computer based application programs for design and engineering problem solving, and the use of high speed plotters for the generation of engineering documentation.

Many interactive graphic systems were in evidence at the International Machine Tool Show with varying degrees of sophistication. These systems, which allow the designer to sit at a console and input design information through a keyboard or light pen, can be used to design both two dimensional and three dimensional parts. Many systems allow for operator initiated addition of various features from a pre-established data base, for the changing of drawing scale, for the rotation of the part image about any axis, for the automatic generation of secondary and tertiary views of the part, and on and on. The design and drafting rooms in today's plant need not look anything like those of years past, where wooden drawing boards with Tee-squares and triangles were the order of the day.

Such interactive graphic systems often provide for the inclusion of design application programs, or such programs can be utilized on separate computers or time shared terminals. Application programs are available for gear train and transmission designs, for structural designs, for bearing designs, for servo mechanism analysis, and for the design and analysis of virtually every sub-system of the modern machine tool.

New and more powerful systems for the generation of part programs for use by numerically controlled machine tools were also in evidence at the show. Such systems can provide varying degrees of help to the part programmer, from help with solving simple two dimensional trigonometric problems to solving complex geometric problems encountered on multi-axes milling machines.

Also seen at the show were improved versions of part programming systems which utilize the human voice for input. While these systems have been demonstrated before, improvements in capability and

reliability were in evidence.

As mentioned previously, the use of automatic high speed plotters in conjunction with either computer-aided design systems or in conjunction with part programming systems, provide a rapid and precise record of engineering designs and part program commands.

Individual pieces of equipment for better process planning were also shown at the International Machine Tool Show. These pieces of equipment provide for the automated selection of part routings, optimization of feeds and speeds, and the number of cutting passes required. As a broader part of the effort to improve process planning, it should be pointed out that completely integrated manufacturing systems were on display. These systems included ones which encompass everything from computer-aided design, to computer-aided process planning, to computer-aided part programming, and finally, to computer-aided manufacturing. Some systems provide a common data base for design and manufacturing operations. Other systems involve the integration of a number of machine tools into a single manufacturing entity, with automated materials handling equipment providing a common link. The highlight of these systems is the variable nature of the tasks that can be performed and the fact that these tasks can often be undertaken with little human intervention on the shop floor. One system displayed at the machine tool show incorporated the use of driverless carts which would shuttle materials and tooling from machine to machine so as to maximize through-put.

Many of the innovations just described result in the need for inventories of smaller size than were previously required. Inventories of raw material, work in-process, finished goods and even tooling can all be reduced by effective computerized decision making such as is now possible. We are at the point where computerized manufacturing control is successfully complementing the previously available computerized material requirements planning (MRP) systems.

Certainly one feature of the exhibits at this year's show was the ability to remove or form metal at faster rates. These increased abilities are due not only to the more exotic cutting materials that are currently available but also due to the higher speeds now obtainable in the machine tools using these cutting materials. Of course, faster tool changes mean less time that each piece must be on the machine. Cutting tools displayed at the show allow increased depth of cuts, faster speeds and, in some cases, provide for increased life of the tooling.

Recent research in the fields of bearings and lubrication have allowed for increased spindle speeds, and a better understanding of the dynamics of mechanical systems has allowed such machines as punch presses to increase metal forming rates. Punch presses with the ability to stamp out over 1,500 pieces per minute are now routinely available for smaller workpieces.

Recently, the laser has made inroads into the metal cutting and forming fields. Currently a number of machine tools are available where sheet metal parts may have contoured shapes cut in them using the material cutting capability of a laser. Such machine tools eliminate the need for developing contoured cut-outs or large cut-outs by the previously used method of repeated punching with a relatively small punch. Laser cutting techniques have been developed which result in a contoured edge that often requires no further finishing operation.

Perhaps more important than the increase in metal removal and forming rates is the work that has been done in reducing the non-cutting or forming times of parts within the shop. This nonproductive time has been reduced by improvements to the loading and unloading operation. These improvements include the use of faster acting manually controlled material handlers, as well as the use of robots. Reduced non-cutting time is also provided by quicker changeover of existing tooling, is provided by faster rapid traverse rates, and is provided by faster tool changes between cuts.

At least one loader/unloader on display incorporated the ability to automatically turn a part over for the start of second operations.

A number of robots were shown, at least one of which incorporated the ability to trace a moving target such as the point on a moving conveyor belt, and through infrared "eyes" could sense the location of a part to be picked up.

Quick change jaws were the feature of at least one chuck on display thus making it less time consuming to change the workholding configuration from one workpiece to the next.

And finally, innovative new drive techniques were displayed which allow machine tools to move at faster, better controlled rapid traverse rates. Extensive use is made on today's machine tools of DC electric servo drives, some of which incorporate the use of brushless DC motors for improved reliability and reduced maintenance. Also, drive systems are used which employ both the more customary SCR type power amplifiers, and the pulse width modulated drives incorporating either power transistors or power SCR's. Today's technology also makes possible the driving of various machine tool elements by variable frequency AC drives. Such frequency synthesizers are of relatively new vintage in machine tool sizes.

Automated inspection techniques, without a doubt, provide increased productivity on the shop floor.

Such techniques might involve in-process gauging, or on-the-machine inspection (but not necessarily during the machining process), and finally, computerized off-machine inspection. A number of both contact and non-contact type inspection devices and systems were displayed both separately and as parts of machine tools. Increased accuracy and speed of measurement were featured.

A relatively new inspection probe was displayed which can be mounted in a conventional toolholder and called into play whenever the part programmer desires to have the part inspected. Wireless techniques are used for transmitting the inspection data back to the control system for either manual or automatically inserted tool offset corrections.

Computer controlled coordinate measuring machines capable of inspecting complex contoured parts are now available in a variety of forms. And additionally, the use of lasers has penetrated the field of individual part inspection as well as being previously used during the construction and alignment of complete machines.

The ability to produce better parts is with us also. Such better parts are being produced through the ability to hold tighter tolerances, which in turn are possible because of stiffer machines and increased machine accuracies. One machine tool on display which offered increased stiffness was one in which the column was filled with concrete -- a simple but effective innovation to reduce vibration.

Often improved surface finish is a naturally occurring by-product of such stiffer machines and the use of highly improved vibration analysis techniques has made the job of designing rigid, non-vibration prone machines all that much easier.

All told, many new and creative products and systems were presented for the visitor to view. Truly, productivity enhancing machines, equipment, systems and know-how are, and are becoming, available for increased use by the U.S. manufacturer. We must do our best to see that these are fully utilized.

Unfortunately, however, there are some productivity growth inhibitors which we must recognize, and help correct before we can be fully effective in putting these and future productivity improving ideas to work.

One of the things that is a productivity growth inhibitor is the proliferation of federal, state and local government rules to which each manufacturing company must adhere. These can detract from, or dilute, our nation's productivity increasing efforts. As an example, complying with such regulations may consume limited funds that could otherwise go toward the purchase of productivity improving equipment. It has been reported that in the last four years alone the number of pages in the Federal Register devoted to rules and regulations has increased by 35%, and according to a study by John Kendrick of George Washington University, the proliferation of government regulations accounted for approximately 13% of the decline in productivity growth rates during the middle 1970's.

Second, it should be pointed out again, that an important source of productivity growth is the application of new technology to the production of goods and services. More than half of the productivity growth during the 30-year period from 1948 through 1977 came from this single source. But, technological progress is fueled by capital outlays for formal research and development, and as a nation we have been spending less on R&D nearly every year since the mid-1960's. In particular, the percent of each sales dollar devoted to R&D in the total machinery sector of our economy averages 1.6%, even though machine tool R&D has averaged about 4% since 1975.

Technological progress is also affected by the purchase of new capital equipment. Since new capital equipment embodies the latest technological advances, capital spending tends to spread productivity improving technology throughout the economy.

Third, in general, the more capital investment associated with each man-hour of labor input, the greater the output, and that is productivity improvement pure and simple. Obviously, a man using a numerically controlled lathe can produce better and a greater number of parts than one using a lathe powered by a foot treadle, or even a power driven lathe that is hand operated.

It seems that these inhibitors to productivity increases must be addressed as part of our national commitment to productivity growth.

Let's return then to the inferred premise of the conference, namely that productivity growth in the '80's is to become a national commitment. Such a commitment must be based upon a multifaceted plan.

Surely part of this national productivity commitment must entail an encouragement to save, for it is through savings by each of us that monies become available, as loans, for such things as the acquisition of productivity improving equipment.

Having acquired the savings, we must further encourage investment of those savings specifically in productivity improving equipment, examples of which we have seen and talked about during the course of this presentation. Certainly, the adoption of some form of accelerated depreciation schedule for capital equipment would encourage this increased investment. A program of 10 year/5 year/3 year

write-offs would be an example of this type of legislative inducement.

Thirdly, as part of our national commitment, we must spur investment by U.S. firms in increased research and development, for it is through these programs that new technology is created and made available to the products of the future.

Next, we must temper government regulation with reasonableness and look at the cost benefit trade-offs of both proposed and existing regulations. And finally, we must commit ourselves to training, and indeed inspiring our work force to achieve our national productivity growth goals.

That then is a program of national productivity growth that is offered as a challenge -- a challenge for each of us, individually and collectively. It's a challenge that will take us further from the machine tools and the machinery which were treadle or overhead belt driven, to the days of tomorrow with computerized control of each of the various segments of the manufacturing activity. Through this achievable program of productivity growth we can increase our national output and stem the tide of rising prices. We can increase the living standard of each of us, and put more of our nation to work for the good of all mankind.

There must be this commitment to national productivity growth, a commitment which will help keep the U.S. at the forefront in this world of diverse nations. It's only through such commitment that we can remain a bountiful supplier to the needs of our people, and a strong protector of world peace.



SOCIETY OF MANUFACTURING ENGINEERS

by

DR. JOHN F. KAHLES

Quality Assurance Council, SME  
Senior Vice President, Metcut Research Associates Inc.  
Director, Machinability Data Center

The Society of Manufacturing Engineers (SME) is most pleased to have been invited to participate in MTAG 80. This meeting and those held previously provide an unusual opportunity to transmit to SME's 53,000 members a perspective of DoD's future needs and goals.

Response to information gained at these annual MTAG meetings comes to SME's technical committees, groups which closely match MTAG's Subcommittee structure. For example, matters relating to quality are handled in SME's Quality Assurance Council (QAC), a direct counterpart to MTAG's Test and Inspection (T&I) Subcommittee. During the past several years SME was represented on the Test and Inspection Subcommittee, thereby gaining first-hand knowledge of the broad range of MTAG's T&I Subcommittee.

Based upon experience gained by participation in these committee functions, this year SME has chosen to highlight some of its concerns regarding Quality Technology. In offering its suggestions, SME is well aware that the subject of quality is much too large in scope to be addressed in great depth in a short presentation. Therefore, this discussion is limited to identifying a few broad areas which merit consideration and to presenting some of SME's work in the quality arena.

#### The Cost and Production Environment in the USA

Historically, the major thrust in manufacturing in the USA has been directed toward achieving high rates of production at low cost for a great variety of products. Quality was certainly not totally neglected, but when delivery or costs were in danger of slipping, quality was frequently relegated to second place. It is important to note that the heritage of this practice is still with us at a time when we can no longer treat quality matters in the same fashion. It appears clear that in the eighties quality considerations must gain greater visibility in all areas of manufacturing technology in the USA. Some of the forces causing change are all too familiar--product liability, warranty costs, OSHA, EPA, and the achievements of international competitors, notably Japan. It would seem that DoD has an opportunity to help erase our traditional environment in which quality has all too frequently been forced into the background. A careful management review of Japan's success may be helpful.

#### Japan's Turnaround

Considerable publicity has been given to the successful quality programs in Japan and to the important roles played in these programs by US consultants such as Dr. J. M. Juran and Dr. W. Edwards Deming. Japan changed its approach to quality by well-thought-out management concepts. The teamwork concept and direct involvement of nonsupervisory personnel in quality circles were just a few of the innovations employed. At the present time there are questions being raised concerning applicability of the Japanese approach in the USA. There is, however, little question that Japan's methods deserve very careful study by DoD, perhaps through MTAG's subcommittees.

#### Quality Technology--A Need for Greater Visibility

In certain industries and also in the Air Force Systems Command (AFSC) steps have been taken to help Quality Technology keep pace with advanced engineering and manufacturing technology. Recently, at the request of AFSC, the Aerospace Industries Association of America, Inc. (AIA) and the National Security Industrial Association (NSIA) completed the study titled "Q-TECH." Specific recommendations of this study included: "(1) an increased administrative emphasis on Q-Tech projects, (2) an enlargement of the scope of current technology applications activities to address more specifically overall quality and reliability assurance needs, (3) an increase in the level of annual funding on necessary, cost effective projects offering high probability of success, and (4) the initiation of certain assurance technology programs starting with five high payback projects identified as key problem areas requiring near term resolution for immediate application to current Air Force programs."

SME views the findings of the Q-Tech Committee as a fine first effort toward helping DoD properly manage new and increased quality concerns.

#### Quality Technology and the Computer

One of the most significant trends in the quality field is the broad and varied application of the computer in manufacturing. The computer is well suited for automation of the labor intensive, highly repetitive testing areas in manufacturing. If there has been too much separatism of Quality Technology and Manufacturing Technology, the computer is slowly drawing the two technologies together by the increased application of highly automated in-process controls, advanced data handling systems and high speed final test and inspection equipment. In fact, the application of the computer in engineering design is already bringing quality into the picture at the conceptual stage of product manufacture. While these trends are desirable, they do raise the following point of concern to SME: the possible diffusion of the authority of quality departments. SME believes that Quality Technology must have high visibility and must maintain a high level of authority in the organizational structure of industry and government.

#### MTAG's T&I Committee Activities

SME is pleased to endorse the action of the T&I Committee of MTAG in its efforts toward expanding its coordination with industry. Its first joint conference with industry covered the subject of "Dimensional Measurement in Manufacturing." The technical program was developed in the T&I subcommittee by R. Rowand of the Air Force Materials Laboratory and was sponsored by SME. SME is looking forward to repeating this conference and to cooperating further with the T&I Committee in other subject areas.

#### SME Accepts the Secretariat for the Surface Integrity Standard

As mentioned earlier, the previous comments barely scratch the surface of the quality picture. However, there are specific areas which SME's Quality Assurance Council has focused upon that can and do have an important bearing in Manufacturing and Quality Technology.

For many years, one of the QAC divisions has been working in the area of surface technology. It is a well known fact that many manufacturing processes simply generate new surfaces. For many critical parts and highly stressed components, manufactured surfaces must be produced with careful attention to surface integrity concerns in order to avoid premature part failure from fatigue or stress corrosion.

Before continuing further, it should be noted that surfaces are being and have been monitored largely by the measurement of surface roughness in accordance with the well known standard ANSI B46.1-1978, "Surface Texture." This standard, however, does not include the control of the many subsurface alterations which can occur as a result of metalworking processes such as machining and grinding. These alterations frequently override the effects of surface roughness and of other surface conditions covered by ANSI B46.1.

As one of its important activities, the Quality Assurance Council of SME has sponsored technical sessions at its annual meetings and has conducted seminars on the subject of Surface Integrity. Recently, SME took an important step in furthering the transfer of information on this subject by accepting the American National Standards Institute (ANSI) Secretariat for developing a national standard on Surface Integrity. This standard will serve as an instrument for defining testing procedures for evaluating surface integrity requirements.

#### The Role of Data in the Practical Application of Quality Technology

Setting up and maintaining an effective interrelationship of productivity, cost and quality in manufacturing is a difficult task at best--and almost impossible when definitive quality data are lacking. The following example, chosen because it provides background for SME's work on the ANSI Standard for Surface Integrity, is one of many that could be cited.

Grinding is a very widely used finishing operation for many components manufactured for use in DoD systems. All too often pressures to meet delivery create abusive grinding conditions such as those shown in an extreme case in Figure 1.

In many instances, however, the subsurface damage is so subtle that no known nondestructive final inspection method can detect the deleterious conditions which are produced. Under these conditions, component quality is totally dependent upon the control of processing parameters, the selection of which must be based upon well directed test programs. Experience gained from programs funded by the Manufacturing Technology Division of the AFML have led to the development of low stress grinding (gentle grinding) techniques which actually preserve the integrity of ground surfaces for critical and highly stressed components.

Figure 2 shows the endurance limit in reverse bending for a series of typically sensitive materials, namely, high strength steels, high temperature alloys, and titanium alloys. Each alloy was ground using low stress, conventional, and abusive conditions.

The data in Figure 2 make it very clear that under no circumstances should conventional grinding be employed for the manufacture of critical surfaces in these materials where component fatigue is an important functional consideration. Flatly--conventional grinding for alloys of the types shown in Figure 2 may in fact be categorized as abusive.

The solution obviously is to use low stress grinding for those surfaces of sensitive alloys used for critical applications. However, it must be recognized that the application of low stress grinding can significantly impact productivity and cost. If sufficient data for a given sensitive alloy are not developed, the rates of metal removal must be very conservative, as shown in Table 1.

It has been shown, however, that when certain grinding parameters such as wheel speed, dressing procedures, and grinding wheel specifications are changed, then the rate of metal removal can be increased to tolerable levels. Table 2 shows conditions which caused cracking in cast turbine blades in comparison with those that did not. Cracking actually occurred in production at three plants and reached a 90% scrap level at one of them. In order to avoid cracking it is important to note that the



infeed per pass (the most important parameter influencing productivity) was only dropped from 0.004 inch to 0.002 inch and not to the 0.0002-0.0005 inch level normally used for specifying low stress grinding when insufficient data are available.

Productivity was not reduced to intolerable levels in the example cited above simply because the allowable increase in feed rates was available for the specific alloy based on experimentation and manufacturing experience. It is highly recommended that DoD through coordinating efforts of MTAG committees increase the emphasis on development of the type of data which can bring a common understanding among quality and production personnel. Unless adequate data are on hand, the newly developed and sophisticated process control and testing hardware may be overapplied, thereby needlessly decreasing productivity.

Further, it is important to note that random data are not sufficient for the establishment of inspection values. To establish respected limits, systematic data collections are required in order to relate the several operating parameters controlling a process to the effects being measured and to the significant material properties that affect component reliability. With the aid of mathematical modeling this need not be an endless process. The surface integrity ANSI standard sponsored by SME proposes development of a standard data set for each material and process combination of current interest. An example from among the several sets now in use is shown in Figure 3.

In conclusion, SME continues to demonstrate by its activities and its interest that it is aware of new opportunities for Quality Technology in the manufacturing industries. SME is organized to transfer information to the manufacturing sector and, therefore, is well prepared to cooperate with MTAG and other DoD groups in meeting quality objectives in manufacturing.

TABLE 1. PROCESS PARAMETER GUIDELINES FOR  
LOW STRESS GRINDING RESULTS

PROCESS PARAMETERS	GUIDELINES
1 Grinding wheel dressing technique	Frequent and coarse to maintain sharpness. Maintain sharpness of dressing tool. Avoid dwell in using crush, roll, or single-point dressing tools.
2 Wheel speed	Low, under 3,500 fpm (18 m/s)
3 Downfeed (or infeed) rate	0.0002 to 0.0005 inch/pass (0.005 to 0.013 mm/pass) with programmed reduction from conventional rates.
4 Grinding fluid	Oil-base fluid is preferred.
5 Wheel classification	Soft grade (G, H or I*). Open structure (6 or more). Grain size (60 or coarser).
6 Table (workpiece) speed	High, 50 fpm (15 m/min) and up. <i>Crossfeed is preferred to plunge motion.</i>
7 Grinding fluid flow control	Adequate to high fluid flow. Assure placement of fluid between wheel and workpiece. Flow controlling nozzle design. <i>Reduce air film on wheel.</i>

Source: G. Bellows, Low Stress Grinding: For Quality Production, MDC 78-103, Cincinnati, OH: Metcut Research Associates Inc., 1978, p. 29.

NOTE: Process parameter guidelines are listed in descending order of significance to low residual stress generation in the workpiece surface. A machine and setup with good rigidity, freedom from vibration or chatter and well maintained with fine cleanliness are also an aid to grinding performance.

\*Cylindrical grinding frequently requires use of harder wheels (with J grade prevalent); however, the other parameters must be selected to compensate for this extra hardness.

TABLE 2. GRINDING PARAMETERS FOR IN-100 TURBINE BLADES  
(Case A resulted in cracks; Case B resulted in no cracks)

GRINDING PARAMETERS	CASE A (Cracks)	CASE B (No Cracks)
Wheel	38A10018VBE	38A8018VBE
Wheel speed	5.500 fpm	2.800 fpm
Table speed	20 fpm	20 fpm
Infeed per pass	0.004 inch	0.002 inch
Fluid	Sulfo-chlorinated oil	Highly sulfurized oil
Grinding cycle	Rough: 0.060 inch at 0.004 inch pass, dress. Leave 0.100 inch side for finish operation.	Dress. feed 0.060 inch at 0.002 inch pass.
	Finish: 0.012 inch from finish size (3 passes at 0.004 inch pass, 2 sparkout passes).	Dress. feed 0.010 inch at 0.002 inch pass to finish size

Source: Machining Data Handbook, Third Edition,  
Cincinnati, OH: Metcut Research Associates Inc.,  
1980, p. 18-89.



Figure 1. Failure in grinding of a carburized 8620 steel worm gear; an absence of surface integrity from leading edge dullness on plunge gear grinding. Ultraviolet light photograph of fluorescent penetrant indications found during inspection after grinding. (G. Bellows, Low Stress Grinding: For Quality Production. MDC 78-103, Cincinnati, OH: Metcut Research Associates Inc., 1978, p. 2)

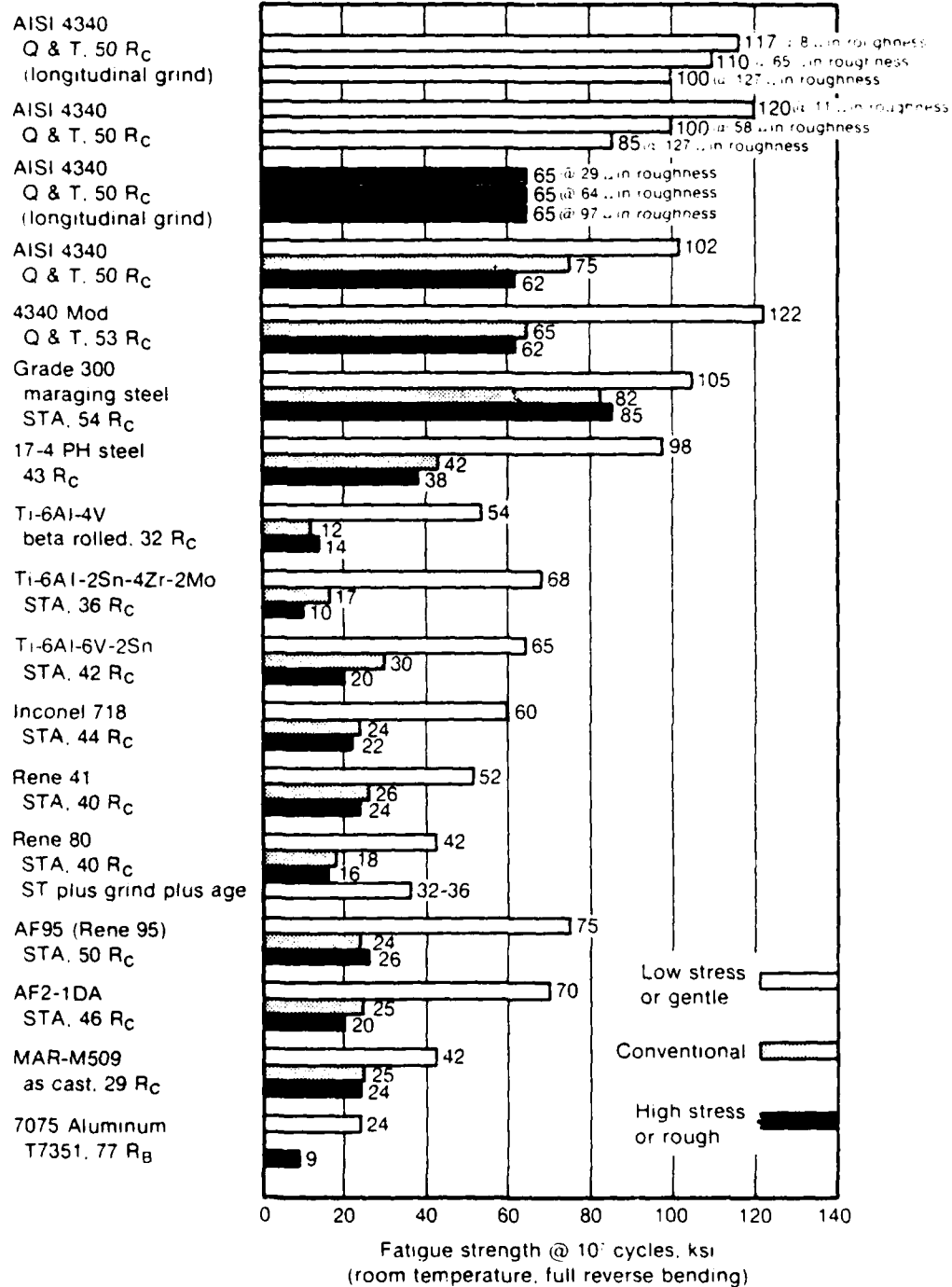


Figure 2. Summary of high cycle fatigue strength--surface traverse grinding. (Machining Data Handbook, Third Edition, Cincinnati, OH: Metcut Research Associates Inc., 1980, p. 18-84)

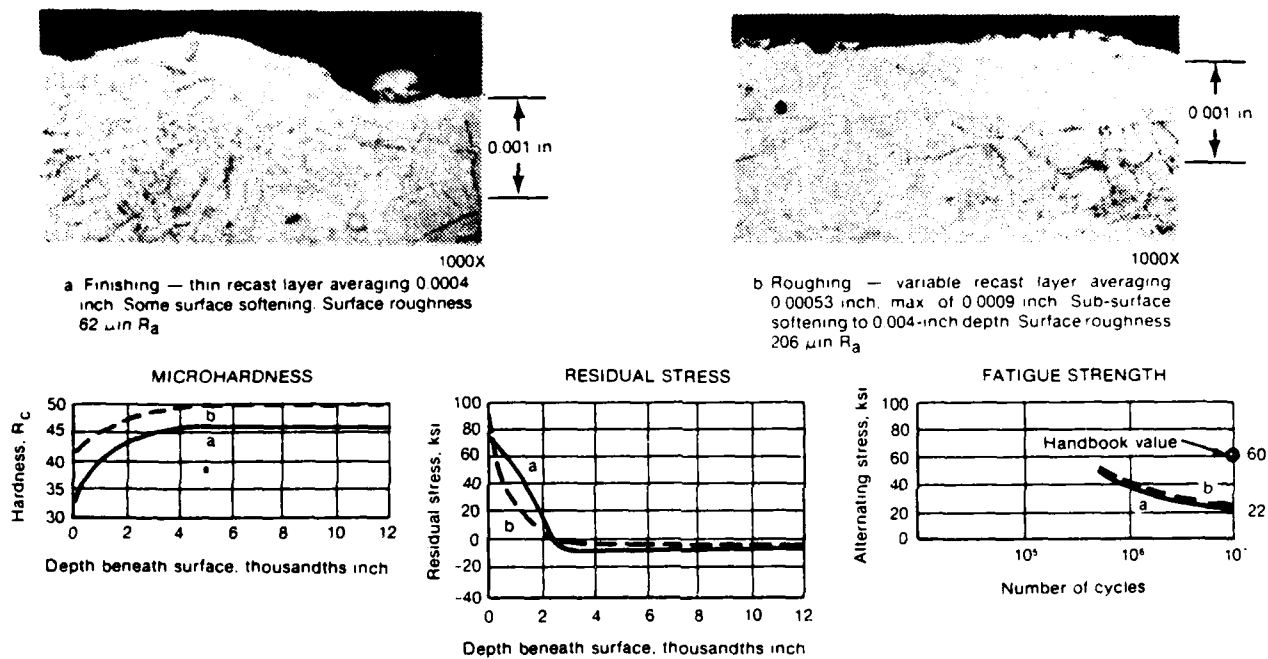
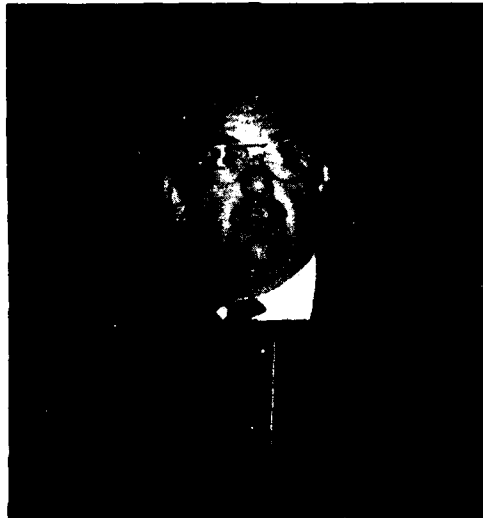


Figure 3. Surface integrity standard data set of EDM of Inconel 718 (solution treated and aged). Note that thin layers of recast (or the HAZ) can be as detrimental to fatigue strength as layers many times as thick. In this alloy, the reduction is 63% from the "handbook" high cycle fatigue strength of 60 ksi. (Machining Data Handbook, Third Edition, Cincinnati, OH: Metcut Research Associates Inc., 1980, p. 18-107)



## EXECUTIVE FORUM

Moderator - MR. JOHN D. BLANCHARD

Principal Assistant Deputy for Materiel Development  
U.S. Army Materiel Development and Readiness Command

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The first MTAG Executive Forum, at MTAG 78, explored how DoD and industry could improve manufacturing productivity and improve the responsiveness and competitive position of the U.S. industrial base. Last year's forum had similar goals. As a natural follow-on, this year's forum concentrated on how the DoD MT program could be used more effectively to increase productivity and lower weapon system costs; whether, indeed, the program is effective and how its results and implementation benefits could be quantified more effectively.

The consensus among panel members and observers was probably best summed up by John Deam, National Machine Tool Builders Association (NMTBA), who said that the taxpayers are getting their money's worth from the MT program and continuing DoD support is warranted. As noted by Dr. Goldhar, National Research Council (NRC), "If MT projects were short term and guaranteed a high return on investment, industry could do the job without help from the DoD MT program."

Messrs Dale Hartman, Electronic Industries Association (EIA), Marty Rogers and Joseph Anderson, USAF, and Captain Fred Hollick, US Navy, agreed that generic programs are hard to implement on the floor and tough to track.

However, Ralph Patsfall, Aerospace Industries Association (AIA), cautioned that small non-generic projects, while sometimes highly profitable, may be difficult to transfer; and that large, directed programs geared to the factory floor, such as a Sheet Metal Wedge or the Integrated Blade Inspection System, are more assured of implementation, including subcontractor participation.

Dale Hartman, EIA, William Gephardt, Cast Metals Federation, and Greg Barthold, Alcoa, all noted that greater MT emphasis should be devoted to electronics and to casting, forging and extrusion because of their broad impact and significant problem areas.

Eugene Davidson, Office of the Assistant Secretary of the Army (OASA), commented, "We have oversold cost reduction aspects of MT whereas readiness is our ultimate goal and we need to look more at scarce, critical materials. ROI is only one benefit." This view found considerable support at the forum and indeed represented the consensus and underlying theme for agreement.

As to tracking the Manufacturing Technology Program (MTP) results, the universal consensus was that it is too costly and too difficult and that the DoD and congress will have to go along with industrial procedures in terms of conducting and implementing MTP results. Industry cannot bother with inconsequential programs and the current MT program screening process assures that only those projects most likely to improve productivity, solve a particular production problem, have a high ROI and/or probability of success, will be funded.

While success cannot be guaranteed, industry acknowledges that it is in its best interest, as well as the Government sponsor's, to implement the results of an MT project which will provide improved readiness, fiscal or energy savings, reduced pollution or safety hazards. Not all of these factors represent measurable dollar savings, but all are clearly identifiable. Thus, the consensus of the MTAG 80 Executive Forum could clearly be said to have been that the DoD MT program is an effective tool to increase productivity, to improve our readiness posture, and to lower weapon costs; and that industry will continue to be a vital part of it.







BANQUET SPEAKER  
by  
MR. PETER F. McCLOSKEY  
President, Electronic Industries Association

It is indeed a pleasure for me to be here with you this evening. It is also a pleasure to be out in "Reality" again. Perhaps I better explain -- as many of you know, EIA's headquarters is in Washington, D.C., which has recently been defined at 100 square miles completely surrounded by reality. And it is those realities that I would like to discuss with you this evening -- in particular Inflation, International Competitiveness and Decreasing Productivity Growth

While it is clear that a significant portion of our inflation has related to the oil shock, it is also apparent that our two chief competitor nations -- virtually completely dependent upon imported oil -- have withstood the ravage of inflation much better than we. They have resolved to pay the oil bill by increasing exports and to a large measure are succeeding -- and are succeeding at our expense.

We have been too complacent. For too long we have felt, or at least acted as if, we have been preordained to dominate the world marketplace -- lulled into that complacency perhaps by virtue of the fact that our industrial plant was intact at the conclusion of WW II -- lulled perhaps by the great record of production during that war when America was united on a goal to supply the forces of democracy with the means to assure victory. But we paid a price -- a price that we are still paying -- and we have been slow in waking to that reality. Our Marshall Plan brought the vanquished foe quickly along. They completely replaced their destroyed manufacturing capacity. We did not. In addition, we still seem to be operating under export policy presumptions that may have been true twenty years ago but are certainly not today. To quote Tom Murrin, President of Westinghouse Public Systems Company, our policies "seem to assume that the U.S. has a monopoly position in world trade and that we have the right to impose our morals on the rest of the world. Both of these assumptions are flawed. Instead of being a beacon of morality guiding the saved from a corrupt world, we are instead engaged in self-flagellation that much of the world views with amusement."

How have West Germany and Japan achieved their economic miracle? I think the facts demonstrate that they have focused their efforts better. Over the last twenty years, as our research and development in the United States has declined from 3 to 2.2% of our GNP, West Germany's and Japan's have increased dramatically to where there is a rough equivalence today -- West Germany's R&D is now 2.2% of their GNP and Japan's is 1.9% and, incidentally, virtually all in the commercial sector.

This has happened despite the growing awareness that the major capital stock of an industrial advanced nation is not its physical equipment; it is this body of knowledge amassed from tested findings of empirical science and the capacity and training of its population to use the knowledge effectively. Our treasure trove is our ability to innovate. That was true yesterday and will be more important tomorrow if we are to be in the competitive ballgame at all -- because of the increasing rapidity with which the world's new knowledge and technological innovations rapidly diffuse from high-wage economies to low-wage economies. It is a fact that we must run faster and faster to merely stand still. And increasingly we are beginning to realize this. This year, U.S. R&D will run approximately 60 billion dollars with about half of that federally financed and half financed by the industrial sector. The trend over the last twenty years has been for the industrial sector to finance an increasing percentage of the total R&D as the federal government reduces its percentage share. Unfortunately, an increasing amount of this industrial research is focused on shorter term research driven by industry's need for more immediate return on investment.

The figures show that over the past fifteen years, despite industry's increasing commitment, research and development has not kept pace with the growth of the economy--nor with that of our competitor nations. One measure of its consequences is the U.S. Patent Office report that foreigners now receive 37% of all U.S. patents, compared with only 20% twenty years ago.

What can be done about this? There are several things. Certainly an investment tax credit for privately financed research and development would help. EIA has supported such legislation because we feel that it would be the most efficient way of stimulating R&D at the corporate level, and would have the major benefit of industry having to put up its own money to qualify. This tax credit would be based on the increase in R&D by a corporation over the preceding year so that it could be truly targeted on increasing total R&D. Certainly the Cooperative Technology Centers proposed by the Commerce Department are a possibility, but their proposed funding level is small and the anti-trust implications may be difficult to overcome.

Perhaps it is time to focus on our anti-trust policy and see whether we can creatively fine-tune it so that joint industry research can be stimulated without deterring the benefits we get from truly competitive ventures. The Japanese have no such anti-trust constraints. In fact, in focusing on the semiconductor industry as one of their targeted industries, they directed the various companies form three joint ventures for the conduct of their federally financed R&D, free from the inhibition of anti-trust.

The results have indeed been significant. They have leaped forward to close the gap in our technological leadership in electronics. With 30 billion dollars of industry-financed research in the U.S., there is no doubt in my mind that the potential for leverage from joint research exists. Unlike a tax credit for R&D which would in effect be a tax expenditure, such joint R&D, properly implemented, could be a net addition to the total R&D being performed with no tax loss of revenues. While our anti-trust laws today theoretically would permit such ventures, the facts are that the mechanism

available through a business review letter by the Justice Department has been rarely used for joint research and development because industry is frankly skeptical that the anti-trust spectre will come back to haunt them. Understand that if the Justice Department signifies it does not presently challenge the proposed plan, that it can do so later and retroactively. According to the Justice Department, since 1972 through early 1980, they had reviewed ten joint ventures involving R&D and had cleared eight. That amounts to one R&D joint venture per year over the eight year period. We must find a way of balancing the needs of society for competitive research with its needs for focused and leveraged research. I believe it can be done through carefully constructed legislation that grants innovation for working the plan that justice approves. I do not believe this would be a panacea since I feel industry, brought up in the tradition of secrecy and proprietary data, would be slow to share its imagined competitive edge, but I suggest it may be imperative if we are to succeed in enhancing R&D and meeting the competitive challenges.

To that end, EIA met last week with a group of key policy advisers in the Federal Trade Commission to explore some initial thinking that may soon be reflected in draft legislation. I hope that we can move forward in this area. The payoff could be substantial.

Now I would like to focus on the theme of your Twelfth Annual Conference -- Productivity Growth in the '80's. More than anything else, our record over the next decade in this vital area will determine whether we will be able to pass on to our children the enhanced quality of life and the standard of living that should be our destiny. I believe we have cause for optimism. First of all, in terms of absolute productivity, we still lead the world -- including West Germany and Japan. But increasingly we feel frustrated. We realize our rate of productivity growth has trailed the industrialized nations all through the '70's. And what is worse -- on an absolute basis it turned negative in 1979 and will remain so in 1980. Certainly a portion of that poor showing relates to the business cycle, but not all of it can be so explained. Part of it relates to the marked decrease in the level of capital formation in our economy plus the growth of federal regulation and, to a lesser degree, changes in output mix represented by the shift in composition of our GNP from manufacturing toward services. Today's issue of the Wall Street Journal carried the second of a three part series listing 10 leading suspects for the decline.

Certainly part of it is attributable to a counterculture essentially opposed to industrialized society. An part too to the redirection of more of our nation's resources to "Quality of Life" and social economic justice as we struggle to find the proper balance between correcting the ills of society and refurbishing our industrial base. At the same time we are becoming more aware of the practical limits on our society. The basis for our optimism must be this new awareness -- the consensus which seems to be slowly emerging that we must evolve our unique approach to enhancing innovation, thereby improving productivity.

The causal connection between innovation and productivity is increasingly being taken for granted by an increasing number of Americans, has been the subject of cover stories in all the leading periodicals, and is part of the campaign rhetoric of the presidential candidates -- and indeed of politicians in general. That is an essential part of building a consensus, for congress will not take the requisite action without it.

Certainly a major factor in our solution must be increased capital formation. Few of the successes that you are experiencing in the Manufacturing Technology Program could have been possible without the availability of development funds. Fewer still can be implemented without capital expenditure. Return on investment must still be the name of the game. Faster depreciation of capital assets is essential if we are going to generate the cash required to take advantage of many of the opportunities for productivity improvement. I recently testified before the House Ways and Means Committee and gave EIA's productivity tax prescription. Besides the tax credit for R&D, it included support for 10-5-3, a form of accelerated depreciation more in line with the realities of capital investment and inflation plus the timing of tax penalties for Americans working overseas attempting to stimulate export sales.

These tax proposals are not a raid on the Treasury, two years ago, the Steiger Amendment was passed despite administration opposition. It was done to stimulate investment by reducing capital gain taxes. Has it worked? You bet it has.

Investment in venture capital firms, the financing of young and hopefully innovative business, climbed to \$1 billion dollars in 1979 from the \$300 million dollar average for the years 1974 through 1977 and is expected to hit \$1.5 billion this year.

And what about Treasury's capital gain tax receipts. Then Secretary Blumenthal testified that the plan would cost the Treasury \$2.2 billion annually. Instead of falling by the predicted \$2.2 billion, capital gains receipts are rising to the tune of some \$900 million a year.

General Guthrie in his opening remarks alluded to the historical adversarial role of government and industry. Certainly that must be changed, but I think that this MTAG activity is a major step in that direction. I can't help but feel, as I look around this room, that we are well on our way to closer industry/government relations because of cooperative MANTECH programs of DoD and the military services. The nations enjoying the best record of productivity improvement operate in an environment

of cooperation between government, industry, labor and academia. Properly channeled, these elements of society can create a powerful synergism aimed at achieving a common goal.

Let me suggest that the program all of you are involved in can be a powerful engine of change and a catalyst to spur the productivity growth, not only in defense but in manufacturing in general, that will spur us forward once again. The trends are clear. Unless we reverse them sometime early in this decade, on an absolute productivity basis we will be surpassed by Japan, West Germany, France and Canada. Through the next five years, DoD plans to spend well in excess of one billion dollars geared to improvement in productivity in manufacturing. No other nation on earth will be doing that. To the extent we implement those improvements, transfer the technology to our commercial sector and dedicate ourselves to maintaining our position as the most productive nation on earth, will likely determine the course of history. The challenge is no less than that. I am confident that we can do it. I am certain that we must.



INVITED GUEST SPEAKER

DR. ARDEN L. BEMENT

Deputy Under Secretary of Defense for Research and Engineering  
(Research and Advanced Technology)

Good afternoon ladies and gentlemen.

It is indeed a pleasure for me to be here today and to interject a few of my own thoughts into this 12th Annual MTAG conference.

What I intend to do in the next few minutes is to first review my perceptions about why we have the Manufacturing Technology Program. Then to discuss some details about the Program and specific plans we have for it.

The United States is a strong nation and a world leader in many ways. Unfortunately, we are becoming increasingly interdependent on the world community for our raw and finished materials. Furthermore, we are living in an era of unprecedented world change - to include political, economic, technological and military change.

For example, during the decade of the 1970's we lost ground to the Soviets in force modernization. For years we acknowledged that the Soviet Union held a quantitative lead in military equipment. But we believed our qualitative lead would more than compensate for this. But we have had to reexamine that belief and to reject the complacency that went with it. During the decade of the 1970's the Soviet Union made a major advance in the development and production of defense materiel. And as a consequence they have entered the 1980's in a dramatically different military posture than they had in the previous ten years.

Simply stated, their objective has been to challenge the U.S. lead in defense technology while maintaining their numerical advantage. They have had a remarkable degree of success in achieving that objective by making an enormous investment and by maintaining an unwavering emphasis on technology. The Soviet Union started the 1970's with an annual defense investment approximately equal to that of the U.S. But they have increased it at a steady rate of four percent per year since then, while the U.S. investment decreased in real terms every year until 1975. As a result, over the decade, the Soviet Union invested about \$240 billion more than the U.S.

Generally speaking, they have used this incremental investment to produce large quantities of equipment, thus maintaining their numerical advantage. But they have also used their increased investment to fund R&D. Overall during the 1970's, the Soviet's invested about \$70 billion more than we did in defense R&D. In addition, it is quite clear their R&D program has had the highest priority access to funds, to trained personnel and to scarce materials.

In sum, we see the Soviets entering the 1980's with a commitment to compete with U.S. weapon systems in quality and to no longer rely solely upon numerical superiority. A major start has already been made in that direction, and we see with it, the acceptance of higher unit costs implied by this commitment. For example, it is estimated that the cost of their MIG-23 approaches that of our F-16. They are accepting this increased unit cost without decreasing their traditional emphasis on quantity, simply by increasing their total investment.

The challenge to us is formidable but not insurmountable. We are behind quantitatively in deployed equipment and are falling further behind because of disparities in equipment production rates. But we also have some distinct advantages: a superior technological base, a competitive industry with high productivity and allies with a substantial industrial capability. Our overriding near term need is to get on with the modernization of our forces. However, our superior technology, our highly productive industrial base, and our allies' industrial capacity do not provide our armed forces leverage until they result in fielded and operational materiel. Thus, one of the first and foremost components of our investment strategy must be to revitalize our industrial base so that it can produce defense materiel in an orderly and efficient manner within the resources available to us.

That is where the Manufacturing Technology Program comes in. While it is a relatively small portion of our industrial base investments, it is a very important portion for it pushes the state-of-the-art. Its basic purpose is to provide advanced manufacturing technology permitting more productive use of other resources. Over the years ahead we expect MANTECH investments to enable us to provide greater numbers of weapons systems of higher quality than if the investments had not been made.

Let me illustrate how MANTECH investments can provide long term payback by citing three examples from over thirty presented to me several months ago by the three military departments. The first deals with the production of ammunition. The Army increased the output per shift by 308% by automating the loading of detonators. This new loading process has not only reduced the need for one complete loading facility, providing a \$37 million cost avoidance but has also significantly reduced the number of personnel exposed to a hazardous environment. As a second example, the Air Force has recently completed a new computerized, ultrasonic turbine disk inspection system which has reduced disk inspection time by 50% while simultaneously improving the reliability of the inspection process. This new method permits the use of near net shape forgings thus providing additional savings in high cost, scarce materials and machining costs. A third automated process has reduced center core igniter loading and assembling costs by \$6 per unit and has resulted in a reduction of 61 personnel per production line. With benefits like these, one cannot help but be enthusiastic about the MANTECH Program.

I would now like to address some specific plans and initiatives for the future.

First, what about the funding situation? During the period from FY 1972 thru FY 1976, the total investment for all three Military Departments was \$350 million - roughly \$70 million per year. During the most recent five years, FY 1977 thru FY 1981, our MANTECH budget was \$630 million - roughly \$125 million per year. At this time, we believe we have solid justification for the next five years of \$1.3 billion - roughly \$250 million per year. This profile can be summarized quite nicely. In the last five years, we doubled the budget over the previous five years, and we plan to double it again in the next five years. Thus in terms of fiscal support, there can be no doubt of DoD's top management support for this program. As these levels of funding materialize, we can expect to receive added program visibility. MANTECH budgets will no longer be below the noise level. Thus we must place particular emphasis on refining and strengthening the management of the program to be assured that we can adequately respond to the scrutiny that larger budgets attract.

My initial approach in strengthening the Program early this year was to form a task force to take a hard look at the more global aspects of MANTECH program management. The most visible task force output is the *Statement of Principles* you are now all familiar with. Our intent in establishing this document was to put down on paper the basic program foundation on which we could base any needed refinement of policies and procedures. These Principles have received the endorsement of the Deputy Secretary of Defense who asked the Secretaries of the Military Departments to brief the Under Secretary for Research and Engineering on what they are doing to adopt the principles.

These briefings took place about three weeks ago and were extremely well received. Highlights include: the Army indicated a very high level of program success and intends to double their budget over the next several years; the Navy has made some organizational realignments and will fence the MT budget during the next several years to assure that they do not experience the budget oscillations seen in past years; the Air Force intends to undertake a series of Tech Mod projects designed to modernize several weapons systems production facilities. They will also undertake a series of efforts to improve their repair and overhaul capabilities. In summary, Dr. Perry was extremely pleased with these initiatives and offered his support. Those of you who participated in the preparation of these briefings are to be complimented for your efforts.

During the coming year, I will place a great deal of emphasis on identifying where project results are being implemented and on documenting what benefits are being achieved. I consider collecting this information essential to achieving the credibility necessary to meet our long term goals. Each Military Department has already been tasked to establish appropriate procedures and has recently briefed the MTAG Executive Committee on their progress. Quite frankly, I was hopeful for greater progress than was reflected in these briefings. However, it is apparent that DoD MT community cannot succeed in this initiative without industry's help. The difficulty lies in identifying when and where that information, the major output of a MANTECH project, is used and what benefits are achieved. I recognize that the private sector is under no obligation to tell us when you have used project results but I encourage you to do so. If necessary we can treat the details as proprietary information and can shield your identity in any of our published summaries. I'm convinced we have much more implementation and program payback than we are able to identify unilaterally and we need industry's cooperation with this initiative.

Another of our ongoing activities is the establishment of a DoD MANTECH data base which is intended to serve two primary purposes - it will permit us to better manage MANTECH Program resources and will also permit us to transfer and diffuse the technical information more rapidly and effectively throughout the industrial base. This system will be implemented at the Defense Technical Information Center - formerly the Defense Documentation Center. As the system matures, we will make key information about each project available to all companies who have access to remote terminals. This project has gone slower than I would like but I intend to place greater emphasis on implementing it in the coming year.

A third initiative just getting under way is the revision of the DoD Instruction on MANTECH Program policy. There are a number of basic issues which must be addressed during this process. Perhaps the most important concerns the definition of a MANTECH project. Some of the questions that must be addressed include: Which projects should be RDT&E funded and which Procurement funded? Should a MANTECH project support only one weapons system and if so, under what conditions? Should we fund projects having a secondary impact such as the preparation of a handbook about manufacturing processes or materials parameters? What projects are appropriate early in the development cycle of an item as compared with manufacturing technology needed at the later stage of mass production? Clearly the MANTECH Program has a role in these situations. But we must assure those who may view us critically that we have a well thought out program, consistent with other DoD and national policies.

Now I would like to address technical initiatives.

One of the responses to the briefings to Dr. Perry was his enthusiastic endorsement of the Navy's plan to establish an aggressive, long term MANTECH program to reduce shipbuilding and ship overhaul costs. These opportunities are unique to the Navy and have the potential of providing a substantial economic payback to the DoD for one of the largest areas of DoD procurement. During the coming year, I intend



to encourage the Navy to pursue this initiative in detail and to assist them where I can. I encourage those of you who have a stake in this industry to help us establish a well thought out and meaningful program in this area.

There is yet another area in need of an infusion of improved manufacturing technology - our repair and rebuild facilities. As the cost of our weapons systems have gone up, the cost of maintaining them has also gone up. In addition, higher acquisition costs have forced us to keep some of our fielded systems in service for longer and longer periods of time. Yet we are trying to maintain some of these sophisticated systems with something less than modern repair and rebuild technology. In other areas we are now producing weapons systems components for which we have minimal repair capability - for example composite structures repair. This situation cannot be allowed to continue. We have made some funding inroads in this area, but I firmly believe there are many additional opportunities that deserve to be pursued aggressively.

There is yet another initiative which I anticipate will materialize in the near future but which is gestating at this point. It deals with investments to improve our machine tool industry. Last week, I participated in the presentation of the final report of the Machine Tool Task Force to U.S. industry. This Air Force sponsored effort was intended to provide overall guidance to the nation concerning directions we should move to enhance the technology of this vital segment of our national economy and security. We have not yet had time to fully mine the results of this assessment but let me cite just one example where new frontiers are opening.

Many of you are familiar with high speed machining and have seen or heard about our investments in this area. Our initial implementation of this new technology occurred in the TRIDENT program where a high speed milling machine is producing components to improve missile performance that could not be made economically any other way. Whereas in the past we have designed machine tools to be heavy and rugged to take large cutting tool forces, this design philosophy is now working against us. The cutting force loads of a high speed spindle are much less, and do not need the massive support structures whose inertia forces limit the speed at which we can control spindle movements on machine ways. New, lighter weight, machine tool structures may evolve to take full advantage of this new technology. Perhaps composite structures will come into play. I anticipate that the MANTECH Program will play a role in some of the opportunities identified by the MTTF.

What else can we foresee for the MANTECH Program in the near future? I still intend to provide strong support for our efforts in Integrated Computer Aided Manufacturing, in near net shape forgings and castings, in advanced inspection and quality assurance technology and in a variety of productivity enhancement measures in the electronics areas just to name a few thrusts already underway. Our thrust to support the modernization and expansion of the ammunition production base will also continue for as I illustrated above, we have already had significant successes in that field and I am sure there will be more. We will continue our thrusts in a variety of composite manufacturing processes. But I also expect we will include other major areas not yet fully developed. For example, we have not had a significant long term effort to improve the productivity of tracked combat vehicle production with the notable exception of the XM1 tank facility at Lima, Ohio. With the M2 and M3 vehicles following shortly behind, I cannot help but believe there is an array of technologies that can provide a significant payback in combat vehicle manufacture for a relatively small MANTECH investment. The FY 82 budget request does show movement in this area.

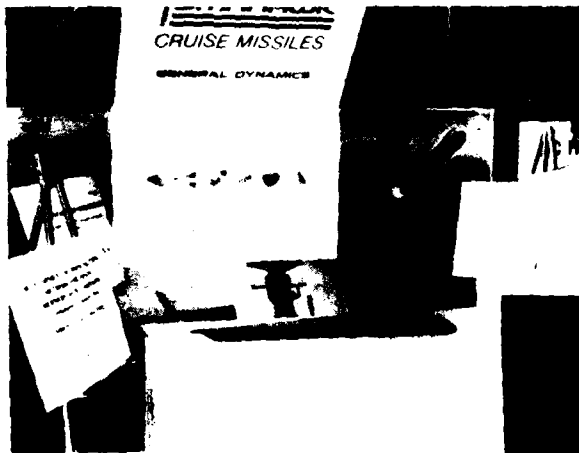
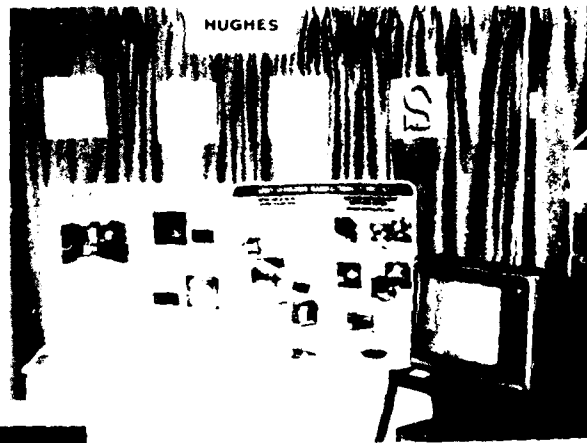
What I intend to work toward in the future is a "high quality" Manufacturing Technology Program. "Quality" is a term hard to define. Yet we all know it when we see it and when we do not. In my opinion, the Manufacturing Technology Program already has many attributes which could lead one to say it has "quality." Yet as I have outlined above, it has some rough edges which when removed, will improve our perception of its "quality."

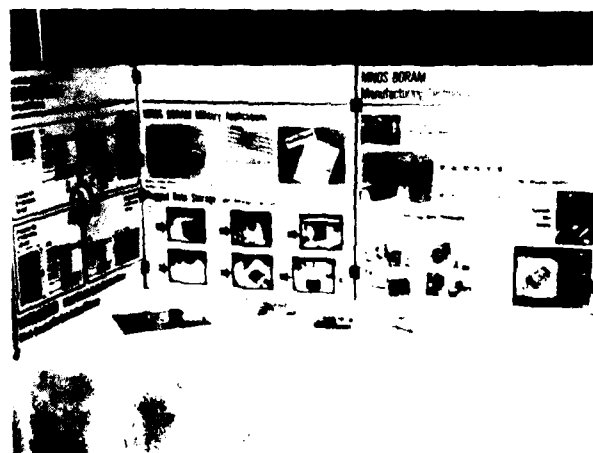
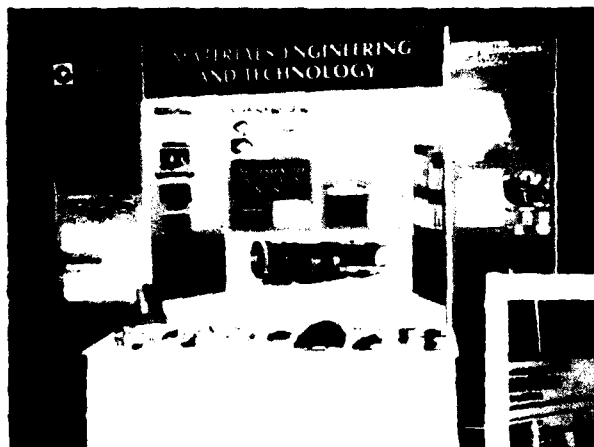
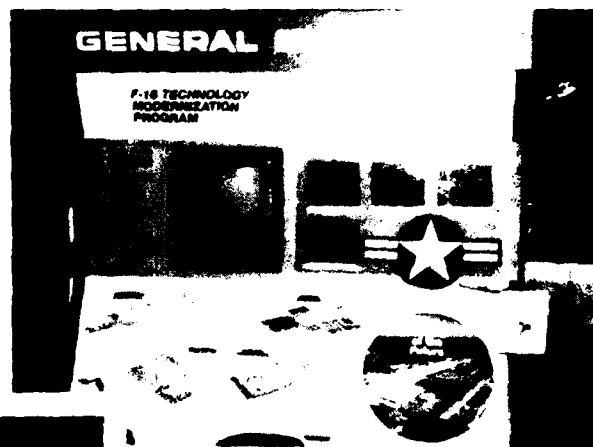
I started my remarks by discussing some of the formidable challenges placed before us by our potential adversaries. The Soviet Union leadership clearly recognizes that scientific and technical progress will have "decisive significance" in their competition with the Western World. But what counts in the final analysis is our own ability to translate our technology into a productive capacity capable of providing an effective military posture.

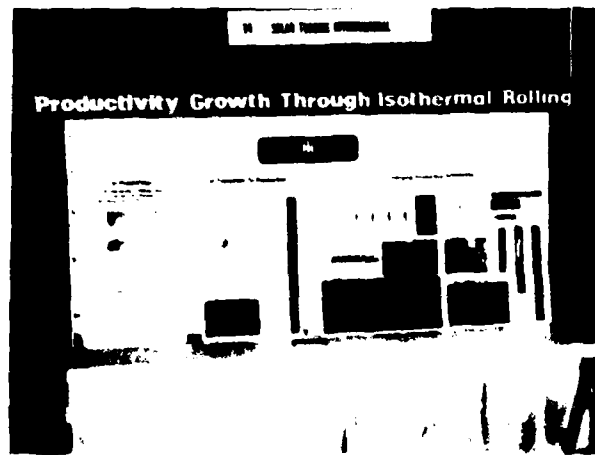
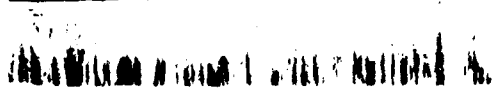
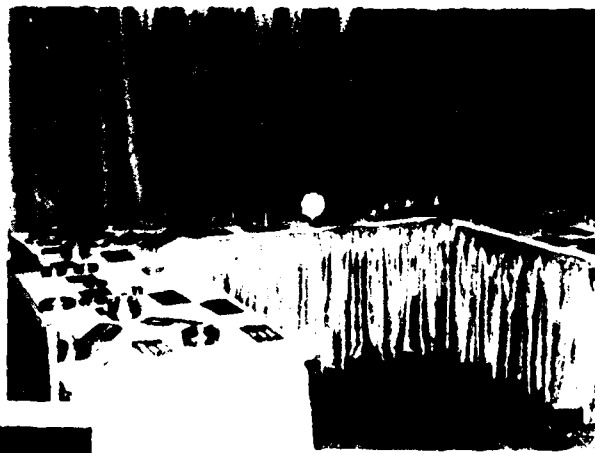
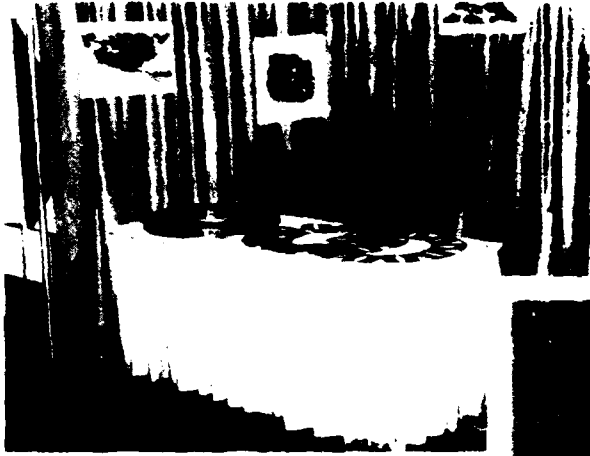
Each of us here today has a unique opportunity and an obligation to increase the strength and productivity of our industrial base and to significantly enhance our defense readiness posture. A major contribution in this endeavor will be a strong, viable, productive, Manufacturing Technology Program which adheres to sound business as well as sound technical policies.

## EXHIBITS









## CONFERENCE SCENES



## LIST OF ATTENDEES

ABBOTT, T. J.  
Chemical Systems Laboratory  
ATTN: MR. T. J. ABBOTT  
DRDAR-CLR-I  
Aberdeen Proving Ground, MD 21010

ABRAMS, M. C.  
General Dynamics-Pomona Div.  
ATTN: MR. MARVIN C. ABRAMS  
Manager, Advanced Mfg. Tech.  
M/S 4-26  
P.O. Box 2507  
Pomona, CA 91766

ACUFF, R.  
Tracor Aerospace  
ATTN: MR. RICHARD ACUFF  
Mail Stop 2-1  
6500 Tracor Lane  
Austin, TX 78721

ADAMS, A. A.  
FMC Corporation  
ATTN: MR. A. A. ADAMS  
Liaison Manager  
Eng. Systems Div.  
8629 Andromeda Road  
San Diego, CA 92126

ADELMAN, S.  
US Army Armament R&D Command  
ATTN: MR. S. ADELMAN  
Chief, Expl. Sec. ESPD, LCWSL  
DRDAR-LCM-E  
Building 3305  
Dover, New Jersey 07801

AGERTON, W. W.  
Microelectronics Engineering Corp.  
ATTN: MR. W. W. AGERTON  
P.O. Box 1209  
Auburn, AL 36830

ALBANI, CPT L. R.  
HQ, Air Force Logistics Command  
ATTN: CPT LOUIS R. ALBANI  
ATTN: AFLC/PMMP  
Wright-Patterson AFB, OH 45433

ALEX, R. P.  
Ralph P. Alex & Associates, Inc.  
ATTN: MR. RALPH P. ALEX  
President  
1037 Stratfield Road  
Fairfield, CT 06432

ALLEN, M. M.  
Pratt & Whitney Aircraft Group  
ATTN: MR. MARVIN M. ALLEN  
Sr Program Mgr., Gov. Contracts  
M/S M-06, GPD-MMT  
P.O. Box 2691  
West Palm Beach, FL 33402

ALTIZER, J.  
Lockheed-California Company  
ATTN: MR. JOHN ALTIZER  
Mfg. Res. Technical Sales Manager  
Dept. 1122, Bldg. 152, B-1  
P.O. Box 551  
Burbank, CA 91520

AMBROSINI, L. R.  
US Army Armament Matl Read Cmd  
ATTN: MR. L. R. AMBROSINI  
Deputy for Life Cycle Management  
Rock Island Arsenal  
Rock Island, IL 61299

AMICONE, R. G.  
US Army Depot Support Command  
ATTN: MR. R.G. AMICONE  
ATTN: DRSTS-PE  
Chambersburg, PA 17201

ANDERSON, F. E.  
US Army Industrial Base Eng. Activity  
ATTN: MR. FERREL E. ANDERSON  
DRX1B-MT  
Rock Island, IL 61299

ANDERSON, J. B.  
HQ, Air Force Systems Command  
ATTN: MR. JOSEPH B. ANDERSON  
Director of Manufacturing  
AFSC/PMD  
Andrews AFB, MD 20334

APPLEMAN, H. C.  
Innova  
ATTN: MR. HOWARD C. APPLEMAN  
Consultant  
P.O. Box 3214  
Santa Monica, CA 90403

ARMSTRONG, SUSAN R.  
Battelle-Columbus Laboratories  
ATTN: SUSAN R. ARMSTRONG  
Manager, Conference Coordination  
505 King Avenue  
Columbus, OH 43201

ARONOWITZ, B.  
US Army Armament R&D Command  
ATTN: MR. BERNARD ARONOWITZ  
ATTN: DRDAR-QAS-T  
Building 62  
Dover, NJ 07801

AUDINO, F. J.  
Watervliet Arsenal  
ATTN: MR. F. J. AUDINO  
SARWV-QA  
Watervliet, NY 12189

BACHMAN, H. L.  
Hazeltime Corporation  
ATTN: MR. HENRY L. BACHMAN  
Vice President  
Greenlawn, NY 11740

BAER, JOHN L.  
HQ, US Army Matl Dev & Read Cmd  
ATTN: MR. JOHN L. BAER  
DRCMT  
5001 Eisenhower Avenue  
Alexandria, VA 22333

BAILEY, DR. J. A.  
North Carolina State University  
ATTN: DR. JOHN A. BAILEY  
Professor  
Dept. of Mech. & Aerospace Eng.  
Raleigh, North Carolina 27650

BAKER, J. W.  
Rockwell International  
ATTN: MR. JOHN W. BAKER  
Rocky Flats Plant  
Energy Systems Group  
P.O. Box 464  
Golden, CO 80401

BAKER, SR., R. H.  
Naval Air Rework Facility  
ATTN: MR. ROBERT H. BAKER, SR.  
CODE 642  
Naval Air Station  
Jacksonville, FL 32212

BARASH, M.  
Purdue Univ  
ATTN: MR. MOSHE BARASH  
School of Indus Eng  
Grissom Hall  
West Lafayette, IN 47907

BARNETT, H. R.  
Office of Dep. Ch. Staff for RDA  
ATTN: MR. HARRELL R. BARNETT  
Washington, D.C. 20310

BARTHOLD, G. B.  
ALCOA  
ATTN: MR. GREGORY B. BARTHOLD  
Manager, Tech. Prog.  
1200 Ring Building  
Washington, DC 20036

BARTLETT, D. A.  
A. T. Kearney, Inc.  
ATTN: MR. DONALD A. BARTLETT  
222 S. Riverside Plaza  
Chicago, IL 60606

BARTOLOMEI, F. R.  
Lockheed Missiles & Space Company  
ATTN: MR. F. R. BARTOLOMEI  
Manager, Manufacturing Operations  
B/578, O/56-41  
P.O. Box 504  
Sunnyvale, CA 94086

BARTON, S. L.  
FMC Corporation  
ATTN: MR. SUMNER L. BARTON  
Assistant Division Manager  
Eng. Systems Division  
328 Brokaw Road  
Santa Clara, CA 95052

BARTSCH, B. E.  
Office of Under Sec of Defense (R&E, AP)  
ATTN: MR. BURTON E. BARTSCH  
Two Skyline Place, 14th Floor  
5203 Leesburg Pike  
Falls Church, VA 22041

BAUCOM, R. M.  
NASA-Langley Research Center  
ATTN: MR. ROBERT M. BAUCOM  
Mail Stop 188A  
Hampton, VA 23314

BAUER, G.  
Honeywell Corporation  
ATTN: MR. GEORGE BAUER  
Project Staff Engineer  
MS 350-1  
13350 U.S. Highway 19, North  
St. Petersburg, FL 33733

BAUMGARTNER, P.  
Office of Asst Secretary of Navy (MRA&L)  
ATTN: MR. PETER BAUMGARTNER  
Room 250  
Washington, DC 20360

BAX, B.  
Naval Air Rework Facility  
ATTN: MISS BRENDA BAX  
Industrial Engineer, ATAP  
CODE 640  
Norfolk, VA 23511

BEDELL, R. J.  
General Dynamics  
ATTN: MR. ROBERT J. BEDELL  
Supervisor, Mfg. Tech.  
Mail Stop 6461  
P.O. Box 748  
Fort Worth, TX 76101

BELDEN, D. M.  
RCA Corporation  
ATTN: MR. DUANE M. BELDEN  
Mail Stop 18-1  
P.O. Box 588  
Burlington, MA 01803



BELL, D.  
Systems Research Lab  
ATTN: MR. DAVID BELL  
Mail Stop IR50  
2800 Indian Ripple Road  
Dayton, OH 45440

BLUE, J. L.  
Defense Logistics Agency  
ATTN: MR. JOSEPH L. BLUE  
ATTN: DLA-SCT  
Cameron Station  
Alexandria, VA 22314

BELLIN, A. I.  
General Electric Company  
ATTN: MR. ALBERT I. BELLIN  
Mgr., Adv. Prog. Mgmt.  
M/S 374A8  
1000 Western Avenue  
Lynn, MA 01910

BOCK, R. G.  
ITT Gilfillan  
ATTN: MR. R. G. BOCK  
Mail Stop 13  
P.O. Box 7713  
7821 Orion Avenue  
Van Nuys, CA 91403

BELLO, M. T.  
USAF, Aeronautical Systems Division  
ATTN: MR. MICHAEL T. BELLO  
ATTN: ASD/ENO  
Wright-Patterson AFB, OH 45433

BOHM, M.  
CPI Corporation  
ATTN: MR. MILFORD BOHM  
1706 Washington Avenue  
St. Louis, MO 63141

BELLOWS, G.  
Metcut Research Associates, Inc.  
ATTN: MR. GUY BELLOWS  
Staff Engineer  
3980 Rosslyn Drive  
Cincinnati, OH 45209

BONINE, W. J.  
McDonnell Aircraft Company  
ATTN: MR. WILLIAM J. BONINE  
Marketing Manager  
P.O. Box 516  
St. Louis, MO 63166

BEMENT, JR., DR. A. L.  
Dep. Under Sec. of Defense, R&AT  
ATTN: DR. ARDEN L. BEMENT, JR.  
Room 3E114  
Pentagon  
Washington, DC 20301

BOOMAN, R. A.  
Naval Air Rework Facility  
ATTN: MR. ROBERT A. BOOMAN  
CODE 61100, Bldg. 604  
Naval Air Station  
Pensacola, Florida 32508

BERNIER, JOSEPH (BUD)  
US Army Matls & Mech Res Ctr  
ATTN: MR. JOSEPH A. BERNIER  
DRXMR-PMT  
Watertown, MA 02172

BOTROS, DR. B. M.  
NC A&T State University  
ATTN: DR. B. M. BOTROS  
Professor, Mechanical Engineering  
Greensboro, NC 27411

BILES, W. E.  
Pennsylvania State University  
ATTN: MR. WILLIAM E. BILES  
Professor and Head  
Dept. of Ind. & Mgmt. Sys. Eng.  
207 Hammond Bldg.  
University Park, PA 16802

BOWLING, W. L.  
Naval Air Rework Facility  
ATTN: MR. W. L. BOWLING  
CODE 64100  
Mail Stop 9  
Cherry Point, NC 28533

BLACK, J. T.  
Ohio State University  
ATTN: MR. J. T. BLACK  
1971 Neil Avenue  
Columbus, OH 43210

BOYD, MAJ G.  
HQ, Air Force Systems Command  
ATTN: MAJ GEORGE BOYD  
Directorate of Mfg.  
AFSC/PMD  
Andrews Air Force Base, MD 20334

BLOOMER, J.  
Naval Ship Systems Eng. Station  
ATTN: MR. JOSEPH BLOOMER  
Code 035.1  
Philadelphia, PA 19112

BRAUN, G. W.  
General Dynamics  
ATTN: MR. GEORGE W. BRAUN  
Mail Zone 4-26  
P.O. Box 2507  
Pomona, CA 91766

BRAVOCO, R. R.  
SofTech, Inc.  
ATTN: MR. RALPH R. BRAVOCO  
Vice President  
CAD/CAM Division  
460 Totten Pond Road  
Waltham, MA 02154

BRAZYS, D. M.  
FMC Corporation  
ATTN: MR. DANIEL M. BRAZYS  
Production Project Manager  
Northern Ordnance Division  
4800 E. River Road  
Minneapolis, MN 55421

BREWER, J. E.  
Westinghouse Electric Company  
ATTN: MR. JOSEPH E. BREWER  
MS-3525  
P.O. Box 1521  
Baltimore, MD 21203

BRIGGEMAN, E. R.  
MRC Corporation  
ATTN: MR. EUGENE R. BRIGGEMAN  
Marketing Manager  
11212 McCormick Road  
Hunt Valley, MD 21031

BRIGGS, W. R.  
Los Angeles Air Force Station  
ATTN: MR. W. R. BRIGGS  
Space Division, SD/PMDM  
P.O. Box 92960  
Worldway Postal Center  
Los Angeles, CA 90009

BRIM, D. W.  
US Army Industrial Base Eng. Activity  
ATTN: MR. DELMAR W. BRIM  
DRXIB-MT  
Rock Island, IL 61299

BRISTOL, S. L.  
Honeywell, Inc.  
ATTN: MR. STUART L. BRISTOL  
Mail Stop 11-2320  
600 2nd Street, N.E.  
Hopkins, MN 55343

BROWER, W. S.  
Control Data Corporation  
ATTN: MR. W. BROWER  
124 Hebron Avenue  
Glastonbury, CT 06033

BROWN, A. R.  
McDonnell Douglas Astronautics Co.  
ATTN: MR. ALAN R. BROWN  
Dept. E457, Bldg. 270E/3/Room 334  
M/S 024  
P.O. Box 516  
St. Louis, MO 63164

BROWN, F. W.  
MRC Corporation  
ATTN: MR. FREDERICK W. BROWN  
Vice Pres., Operations  
11212 McCormick Road  
Hunt Valley, MD 21031

BROWN, G.  
General Dynamics  
ATTN: MR. GARY BROWN  
Senior Project Engineer  
Mail Stop 43-6310  
5001 Kearny Villa Road

BRUCE, J. S.  
Naval Air Systems Command  
ATTN: MR. JOSEPH S. BRUCE  
15 42nd Street, N.E.  
Washington, DC 20019

BRYANT, J. B.  
Charleston Naval Shipyard  
ATTN: MR. JOHN B. BRYANT  
CODE 382  
Charleston, SC 29412

BRYNIARSKI, COL A. F.  
Air Force Logistics Command  
ATTN: COL ALBERT F. BRYNIARSKI  
C-5 Wing MOD Program Manager  
Wright-Patterson AFB, OH 45433

BUCKLEY, M. J.  
Defense Adv. Res. Projects Agency  
ATTN: MR. MICHAEL J. BUCKLEY  
1400 Wilson Blvd.  
Arlington, VA 22209

BUELL, G.  
USAF Wright Aeronautical Labs  
ATTN: MR. GLEN BUELL  
ATTN: AFWAL/MLTE  
Electronics Branch  
Wright-Patterson AFB, OH 45433

BUFFUM, H. E.  
Boeing Company  
ATTN: MR. HARVEY E. BUFFUM  
Director, Operations Technology  
M/S 77-31, Dept. 6-3000  
P.O. Box 3707  
Seattle, WA 98124

BUKKILA, C. J.  
Sperry Univac, Defense Systems Div.  
ATTN: MR. CHARLES J. BUKKILA  
Manager, Adv. Mfg. Techniques  
MS U2P25  
P.O. Box 3525  
St. Paul, MN 55104

BUNTING, P. M.  
General Dynamics/Ft. Worth Div.  
ATTN: MR. PHILLIP M. BUNTING  
Mfg. Tech. Supervisor  
M/S 6215  
P.O. Box 748  
Fort Worth, TX 76101

BURGESS, J. E.  
Varian Associates  
ATTN: MR. JAMES E. BURGESS  
Palo Alto Microwave Tube Div.  
Building 1, M/S A-047  
611 Hansen Way  
Palo Alto, CA 94303

BURGETT, C. T.  
E-Systems, Memcor Division  
ATTN: MR. CLIFFORD T. BURGETT  
Manager, Manufacturing Systems  
P.O. Box 23500  
Tampa, FL 33623

BURMEISTER, W. A.  
Nuclear Metals  
ATTN: MR. WILLIAM A. BURMEISTER  
Vice President, Marketing  
2229 Main Street  
Concord, MA 01742

BURTON, C. J.  
Special Metals Corp.  
ATTN: MS. CLAUDIA J. BURTON  
New Products Analyst  
Middle Settlement Road  
New Hartford, NY 13413

BUSHELLE, W. R.  
McDonnell Douglas Astronautics Co.  
ATTN: MR. WILLIAM R. BUSHELLE  
Dept. E080, Bldg. 270/E/3/PST,E14  
Mail Stop 024  
P.O. Box 516  
St. Louis, MO 63166

BUSHEY, B. W.  
US Army Armament R&D Command  
ATTN: MR. B. W. BUSHEY  
DRDAR-LCU-M  
Building 65S  
Dover, New Jersey 07801

BYRON, H. B.  
Naval Sea Systems Command  
ATTN: MR. HARRY B. BYRON  
CM4 RM109  
Washington, DC 30162

CAFFIAUX, J.  
Electronic Industries Assoc.  
ATTN: MR. JEAN CAFFIAUX  
Vice President  
2001 Eye Street, NW  
Washington, DC 20006

CAPUTO, F.  
Oregon Metallurgical  
ATTN: MR. FRANK CAPUTO  
Vice President  
P.O. Box 580  
Albany, OR 97321

CARL, E.  
E-Systems, Memcor Division  
ATTN: MR. ED CARL  
Manager, Mfg. Eng.  
P.O. Box Z  
Highway 48  
Bushnell, FL 33513

CARSTATER, D.  
HQ, Naval Material Command  
ATTN: MR. DAVID CARSTATER  
Productivity Eng., Ind. Cap. & Tech.  
MAT 00K9  
Washington, DC 20360

CARSTENS, J.  
US Army Industrial Base Eng. Activity  
ATTN: MR. JAMES CARSTENS  
Chief, Manufacturing Technology Div.  
DRXIB-MT  
Rock Island, IL 61299

CASSIDY, E.  
US Army Mun. Prod. Base Mod. Agency  
ATTN: MR. EDWARD CASSIDY  
ATTN: SARPM-PBM-ME  
Building 171  
Dover, NJ 07801

CAULFIELD, R. J.  
General Motors Corporation  
ATTN: MR. ROBERT J. CAULFIELD  
Manufacturing Development  
General Motors Technical Center  
Warren, MI 48090

CERNY, J.  
E-Systems Inc., ECI Div.  
ATTN: MR. JAMES CERNY  
Director of Manufacturing  
Mail Stop 13  
1501 72nd Street, North  
St. Petersburg, FL 33710

CHAISSON, B.  
Hobart Brothers  
ATTN: MR. BILL CHAISSON  
Mgr, Special TIG & Plasma Welding Sys.  
600 West Main Street  
Troy, OH 45473

CHAN, G.  
Varian Associates  
ATTN: MR. GEORGE CHAN  
Building 1, MS A-047  
611 Hansen Way  
Palo Alto, CA 94303

CHAN, W. W.  
General Electric Company-TEMPO  
ATTN: MR. WARREN W. CHAN  
Manager, Information & Env. Analysis  
816 State Street  
Santa Barbara, CA 93102

CHANG, F. H.  
General Dynamics Corp., Fort Worth Div.  
ATTN: MR. FRANCIS H. CHANG  
Sr. Eng. Spec., Matls Res. Lab  
M/S 5984  
P.O. Box 748  
Fort Worth, TX 76101

CHARTERS, M. L.  
General Dynamics, Pomona Div.  
ATTN: MR. M. L. CHARTERS  
Mail Stop 4-26  
Box 2507  
Pomona, CA 91766

CHEAL, J.  
OMNI Spectra, Inc.  
ATTN: MR. JAMES CHEAL  
Vice President  
2626 S. Hardy Drive  
Tempe, AZ 85282

CHENG, H. M.  
Office of Chief, Naval Operations  
ATTN: MR. H. M. CHENG  
Assistant for Ships & Vehicles  
(OP 987)  
Washington, DC 20350

CHILDS, J. J.  
James J. Childs Associates, Inc.  
ATTN: MR. JAMES J. CHILDS  
President  
803 Timber Branch Parkway  
Alexandria, VA 22302

CHRISTOPHER, J.  
Metcut Research Associates, Inc.  
ATTN: MR. JOHN CHRISTOPHER  
Manager, Machinability  
3980 Rosslyn Drive  
Cincinnati, OH 45209

CHURCH, J.  
IIT Research Institute  
ATTN: MS. JANIS CHURCH  
Manager  
10711 S. Hoyne Avenue  
Chicago, IL 60643

CIVILIKIS, F.  
US Army Natick R&D Command  
ATTN: MR. FRANK CIVILIKIS  
ATTN: DRDNA-EM  
Natick, MA 01760

CLARK, B. B.  
Magnavox Government & Ind. Elec.  
ATTN: MR. BILL B. CLARK  
1313 Production Road  
Ft. Wayne, IN 46808

COATS, G. C.  
McDonnell Douglas Astronautics Co.  
ATTN: MR. G. C. COATS  
Manager, Mfg. R&D  
107/3/367  
P.O. Box 516  
St. Louis, MO 63166

COCHRANE, F.  
Naval Air Systems Command  
ATTN: MR. FREDERIC COCHRANE  
Aerospace Engineer  
Washington, DC

COCKERHAM (USA RET), BG S. G.  
ATS  
ATTN: BG SAMUEL G. COCKERHAM (USA RET)  
512 N. Washington Street  
Alexandria, VA 22314

COLANGELO, V.  
Benet Weapons Laboratory (ARRADCOM)  
ATTN: DR. V. COLANGELO  
DRDAR-LCB-S  
Watervliet, NY 12189

COLE, C. H.  
Vought Corporation  
ATTN: MR. C. H. COLE  
Mgr. Adv. Mfg. Tech. Mktg.  
MS 2-15000  
P.O. Box 225907  
Dallas, TX 75265

COLEMAN, B.  
Battelle-Northwest  
ATTN: MR. BILL COLEMAN  
Mgr., Manufacturing Technology  
Richland, WA 99352

COLLARD, J.  
Raytheon Company  
ATTN: MR. JACQUES COLLARD  
Tech. Dir., Vice President's Staff  
M/S 01, Dept. 3010  
Foundry Avenue  
Waltham, MA 02154

COLONEY, W. H.  
W. H. Coloney Company, Inc.  
ATTN: MR. WAYNE H. COLONEY  
P.O. Box 5258  
Tallahassee, Florida 32301

CONNOLLY, BG J.  
HQ, US Air Force  
ATTN: BG J. CONNOLLY  
Director, Contracting & Acq. Policy  
AF/RDC  
Pentagon  
Washington, DC 20330

COOK, K. B.  
Microelectronics Engineering Corp.  
ATTN: DR. K. B. COOK  
P.O. Box 1209  
Auburn, AL 36830

CRIMMINS, P. P.  
Aerojet Tactical Systems  
ATTN: MR. PHILLIP P. CRIMMINS  
Mgr., Adv. Mfg. Eng.  
Building 05025  
P.O. Box 13400  
Sacramento, CA 95813

CRISCUOLO, E.  
Naval Surface Weapons Center  
ATTN: MR. EDWARD CRISCUOLO  
Code R34, Building 70-112  
White Oak  
Silver Spring, MD 20910

CROOKS, H. R.  
US Army Materiel Dev. & Read. Cmd.  
ATTN: MR. H. ROBERT CROOKS  
DRCPP-I  
5001 Eisenhower Avenue  
Alexandria, VA 22333

CRUDO, ALAN H.  
US Army Matls & Mech Res Ctr  
ATTN: MR. ALAN H. CRUDO  
DRXMR-PMT  
Watertown, MA 02172

CSASZAR, B. J.  
General Dynamics  
ATTN: MR. BRUCE J. CSASZAR  
333 W. First Street  
Suite 236  
Dayton, OH 45402

CULP, J. D.  
McDonnell Douglas Astronautics Co.  
ATTN: MR. JOHN D. CULP  
Dept. E457, Bldg. 106/2/PST,B10  
P.O. Box 516  
St. Louis, MO 63166

CWIERTNY, A. J.  
McDonnell Douglas Astronautics Co.  
ATTN: MR. A. J. CWIERTNY  
Mail Stop 13-3  
5301 Bolsa Avenue  
Huntington Beach, CA 92647

DANCE, W. E.  
Vought Corporation  
ATTN: MR. WILLIAM E. DANCE  
Manager, Neutron Radiography  
Mail Stop R92200  
Box 226144  
Dallas, TX 75266

DAVIDSON, E.  
Office of Asst. Sec. of Army for RDA  
ATTN: MR. EUGENE DAVIDSON  
Asst. Dep. for Ammo. & Ind. Preparedness  
Room 2E661  
Pentagon  
Washington, DC 20310

DAVIDSON, DR. J.  
Microelectronics Engineering Corp.  
ATTN: DR. JIM DAVIDSON  
Vice President, Operations  
P.O. Box 1209  
Auburn, AL 36830

DAVIES, SR., A. P.  
Motorola Government Electronics Div.  
ATTN: MR. ALEXANDER P. DAVIES, SR.  
645 W. 24th Street  
GS-61  
Tempe, AZ 85282

DAVIES, L. T.  
General Motors Corporation  
ATTN: LYNN T. DAVIES  
Technical Liaison, Mfg. Dev.  
General Motors Technical Center  
Warren, MI 48090-9040

DAVIS, G. L.  
General Dynamics Corp-Ft. Worth Div.  
ATTN: MR. GRANT L. DAVIS  
Mail Stop 6215  
P.O. Box 748  
Ft. Worth, TX 76101

DAVIS, R.  
Chesebrough Ponds, Inc.  
ATTN: MR. RAY DAVIS  
Dir., Corporate Advanced Tech.  
Lohn Street  
Clinton, CT 06413

DAVIS, R. P.  
Virginia Polytech Inst. & St. Univ.  
ATTN: MR. ROBERT P. DAVIS  
Dept. of Ind. Eng. & Oper. Research  
Whittemore Hall  
Blacksburg, VA 24061

DEAM, J. B.  
National Machine Tool Builders Assoc.  
ATTN: MR. JOHN B. DEAM  
Technical Director  
7901 Westpark Drive  
McLean, VA 22102

DELANEY, S.  
ITT Gilfillan  
ATTN: MR. SAM DELANEY  
766 Shrewsbury Avenue  
Tinton Falls, NJ 07724

DRASCHIL, T. E.  
Naval Sea Systems Command  
ATTN: MR. THOMAS E. DRASCHIL  
Program Manager for Mfg. Tech.  
CODE 05R23  
Washington, DC 20362

DEL GUERCIO, A. V.  
McDonnell Douglas Astronautics  
ATTN: MR. A. V. DEL GUERCIO  
Branch Manager, Production Eng.  
Mail Stop 104  
P.O. Box 600  
Titusville, FL 32780

DRISH, J. C.  
Singer - Kearfott Division  
ATTN: MR. JOHN C. DRISH  
Vice President, Operations  
Mail Stop 1A11  
1150 McBride Avenue  
Little Falls, NJ 07424

DeMASSI, G.  
US Army Armament R&D Command  
ATTN: MR. GEORGE DeMASSI  
DRDAR-QAF-A  
Product Assurance Directorate  
Bldg. 62  
Dover, NJ 07801

DUTCHYSHYN, COL H. V.  
CDR, Mun. Prod. Base Mod. Agency  
ATTN: COL HARRY V. DUTCHYSHYN  
Building 171  
Dover, New Jersey 07801

DEVUE, G.  
Mun. Prod. Base Mod. Agency  
ATTN: MR. GEORGE DEVUE  
SARPM-PBM  
Building 171  
Dover, NJ 07801

EASTERLING, A. E.  
Applied Tech. Lab (AVRADCOM)  
ATTN: MR. ALBERT E. EASTERLING  
DAVDL-U-TAP  
Fort Eustis, VA 23604

DIBENEDETTO, J.  
Cdr, Rock Island Arsenal  
ATTN: MR. JOSEPH DIBENEDETTO  
SARRI-ENM  
Engineering Directorate  
Rock Island, IL 61299

EASTWOOD, M.  
McDonnell Douglas Automation Co.  
ATTN: MS. MARGARET EASTWOOD  
Dept. K163, Bldg. 2, Room 129  
P.O. Box 516  
St. Louis, MO 63166

DIBENEDETTO, V.  
AF Wright Aeronautical Laboratory  
ATTN: MR. VINCENZO DIBENEDETTO  
AFWAL/MLTN  
Wright-Patterson AFB, OH 45433

EBIHARA, DR. W. T.  
US Army Armament R&D Command  
ATTN: DR. WILLIAM T. EBIHARA  
ATTN: DRDAR-SCM-P  
Dover, NJ 07801

DOHERTY, S.  
US Army Matis. & Mech. Res. Ctr.  
ATTN: MR. S. DOHERTY  
DRXMR-E  
Watertown, MA 02172

EDMISTON, W. A.  
Jet Propulsion Lab  
ATTN: MR. WILLIAM A. EDMISTON  
Bldg. 506, Room 432  
4800 Oak Grove Drive  
Pasadena, CA 91103

DONLAN, V. L.  
Hanscom Air Force Base  
ATTN: MR. VINCENT L. DONLAN  
ESD/TOM, Mail Stop 36  
Hanscom Air Force Base  
Bedford, MA 01731

EGAN, G. S.  
Hughes Aircraft Company  
ATTN: MR. GEORGE S. EGAN  
B117/12  
P.O. Box 90515  
Los Angeles, CA 90009

DOWNER, C. P.  
Off of Under Sec of Defense (R&E, AP)  
ATTN: MR. CHARLES P. DOWNER  
Dir., Defense Industrial Resources Office  
Two Skyline Place, 14th Floor  
5203 Leesburg Pike  
Falls Church, VA 22041

ENNIS, G.  
Vough Corporation  
ATTN: MR. GERALD ENNIS  
Director of CAD/CAM Programs  
P.O. Box 225907  
Mail Stop 2-20,000  
Dallas, TX 75265

ERBACHER, MAJ J.  
AF Wright Aeronautical Lab  
ATTN: MAJ JOHN ERBACHER  
AFWAL/MLTE, Electronics Br.  
Wright-Patterson AFB, OH 45433

ERICKSON, DR. J. S.  
General Electric Company  
ATTN: DR. JOHN S. ERICKSON  
Mgr, Matls & Processing Dev  
M/S M82  
Evendale Plant  
Cincinnati, OH 45215

ERWIN, DR. L.  
Massachusetts Institute of Technology  
ATTN: DR. LEWIS ERWIN  
Assistant Professor  
Room 35-008  
Cambridge, MA 02139

FAHEY, N. H.  
US Army Matls & Mech Research Center  
ATTN: MR. N. H. FAHEY  
Chief, MTTD Division  
ATTN: DRXMR-M  
Watertown, MA 02172

FARROW, RAYMOND L.  
US Army Matls & Mech Res Ctr  
ATTN: MR. RAYMOND L. FARROW  
Chief, Tech. Plan. & Mgmt. Div.  
DRXMR-PMT  
Watertown, MA 02172

FEDDELER, A. J.  
US Army Communications R&D Command  
ATTN: MR. ALBERT J. FEDDELER  
DRDCO-OP-P-G  
Plans and Operations Directorate  
Fort Monmouth, NJ 07703

FENTOR, J.  
AF Wright Aeronautical Laboratories  
ATTN: MR. JOHN FENTOR  
AFWAL/MLTE, Electronics Branch  
Wright-Patterson AFB, OH 45433

FERDERBER, J.  
Hughes Aircraft Company  
ATTN: MR. JOSEPH FERDERBER  
Vice President, Mfg.  
Bldg. 1, A192  
Centinela Avenue & Teale St.  
Culver City, CA 90230

FIELDS, JR., P. E.  
Lockheed Missiles & Space Company, Inc.  
ATTN: MR. PAUL E. FIELDS, JR.  
Manager, Microelectronics  
86-16/B-151  
1111 Lockheed Way  
Sunnyvale, CA 94086

FIORENTINO, R. J.  
Battelle-Columbus Laboratories  
ATTN: MR. ROBERT J. FIORENTINO  
Program Manager  
505 King Avenue  
Columbus, OH 43201

FORD, R.  
Vought Corporation  
ATTN: MR. REX FORD  
Manager, Mfg. Tech.  
Unit 2-22300  
P.O. Box 225907  
Dallas, TX 75265

FORTGANG, H. R.  
Jet Propulsion Laboratory  
ATTN: MR. HERBERT R. FORTGANG  
Mail Stop 510/260  
4800 Oak Grove Drive  
Pasadena, CA 91103

FRANK, G. A.  
Defense Logistics Agency  
ATTN: MR. GORDON A. FRANK  
DoD Product Eng. Services Office  
Cameron Station  
Alexandria, VA 22314

FREEDMAN, A. H.  
Northrop Corporation  
ATTN: MR. ALLAN H. FREEDMAN  
Aircraft Division  
Mail Stop 3871-62  
3901 W. Broadway  
Hawthorne, CA 90250

FRENCH, DR. R. D.  
US Army Matls. & Mech. Res. Ctr.  
ATTN: DR. ROBERT D. FRENCH  
DRXMR-K  
Watertown, MA 02172

FRY, L. M.  
Aeronautical Systems Division  
ATTN: MR. LARRY M. FRY  
Dep. Dir., Mfg. & Quality Assurance  
ATTN: ASD/AFD  
Wright-Patterson AFB, OH 45433

GAGNE, R.  
US Army Matls. & Mech. Res. Ctr.  
ATTN: MR. ROGER GAGNE  
DRXMR-ER  
Watertown, MA 02172

GAGNON, F. L.  
Kollsman Instrument Company  
ATTN: MR. F. L. GAGNON  
Vice President & General Mgr  
Mail Stop VP-1  
Daniel Webster Highway South  
Merrimack, NH 03054

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GALIE, T.  
Naval Ship Systems Eng. Station  
ATTN: MR. THOMAS GALIE  
CODE 052D  
Building 633  
Philadelphia Naval Base  
Philadelphia, PA 19112

GALLAUGHER, J.  
Dir., US Army Ind. Base Eng. Activity  
ATTN: MR. JAMES GALLAUGHER  
DRXIB  
Rock Island, IL 61299

GAMBLE, R. A.  
Naval Ocean Systems Center  
ATTN: MR. R. A. GAMBLE  
Mail Stop 9204  
271 Catalina Boulevard  
San Diego, CA 92152

GARCIA, F. H.  
Mechanical Technology Inc.  
ATTN: MR. FRED H. GARCIA  
Marketing Rep.  
3833 Louis Street  
St. Louis, MO 63166

GARDNER, E.  
  
ATTN: MR. EDSON GARDNER  
532 Meadow Hall Drive  
Rockville, MD 20815

GARSON, H. J.  
US Army Electronics R&D Command  
ATTN: MR. HAROLD J. GARSON  
DRDEL-ED  
2800 Powder Mill Road  
Adelphi, MD 20783

GASCHNIG, G. R.  
Raytheon Company  
ATTN: MR. G. R. GASCHNIG  
Mail Stop M29-5  
Hartwell Road  
Bedford, MA 01730

GEPHARDT, JR., W. E.  
Frontier Bronze Corp.  
ATTN: MR. WILLIAM GEPHARDT, JR.  
President  
4870 Packard Road  
Niagara Falls, NY 14304

GERSON, H.  
U.S. Army Mun Prod Base Mod Agency  
ATTN: MR. H. GERSON  
SARPM-PBM-MF  
Dover, NJ 07801

GILBERT, R. L.  
DoD Product Engineering Service Office  
ATTN: MR. RAY L. GILBERT  
Cameron Station  
Alexandria, VA 22314

GIORDANO, R. A.  
Naval Matl Cmd Ind Res Det  
ATTN: MR. RICHARD A. GIORDANO  
CODE 04X2  
Building 75-2  
Philadelphia Naval Base  
Philadelphia, PA 19112

GLICK, V. M.  
Lockheed Missiles & Space Co.  
ATTN: MR. VERNON M. GLICK  
Mgr., Advanced Manufacturing Technology  
0/71-33, B/103  
1111 Lockheed Way  
Sunnyvale, CA 94086

GLICKSMAN, DR. R.  
RCA  
ATTN: DR. R. GLICKSMAN  
Manager, Government Marketing  
MS 442  
Route 202  
Somerville, NJ 08876

GODINO, A. D.  
Hughes Aircraft Company  
ATTN: MR. A. D. GODINO  
Manager, Marketing Services  
Mail Stop 262/B96  
Canoga Park, CA 91304

GOLDHAR, DR. J. D.  
National Research Council  
ATTN: DR. JOEL D. GOLDHAR  
Executive Director,  
Manufacturing Studies Board  
2101 Constitution Avenue, N.W.  
Washington, DC 20418

GONZALEZ, L.  
General Electric-TEMPO  
ATTN: LOUIS GONZALEZ  
Senior Data Analyst  
Center for Advanced Studies  
816 State Street  
Santa Barbara, CA 93101

GOODMAN, S.  
Cdr., US Army Tank-Automotive Command  
ATTN: MR. SAM GOODMAN  
DRSTA-RCKM  
Warren, MI 48090

GOREN, M.  
Israel Aircraft Industries Ltd.  
ATTN: MR. MORDECHAI GOREN  
Technical Assistant to President  
Suite 1923  
1700 N. Moore Street  
Arlington, VA 22209

GOSNELL, R. B.  
King Mar Laboratories  
ATTN: MR. REX B. GOSNELL  
9929C Hibert Street  
San Diego, CA 92131

GRAHAM, H.  
AF Wright Aeronautical Lab  
ATTN: DR. H. GRAHAM  
AFWAL/MLLM  
Wright-Patterson AFB, OH 45433

GRASSI, R. A.  
Ford Aerospace & Comm. Corp.  
ATTN: MR. RALPH A. GRASSI  
Ford Road  
Newport Beach, CA 92660

GREEHAN, F. J.  
SRI International  
ATTN: MR. FRANCIS J. GREEHAN  
Dir., WDC Tech & Innovation Mgmt Dept  
1611 No. Kent Street, 4th Floor  
Rosslyn, VA 22209

GREEN, C. J.  
AVCO, Aerostructures Div.  
ATTN: MR. C. J. GREEN  
Director, Marketing  
P.O. Box 210  
Nashville, TN 37202

GREESON, J. B.  
Hughes Aircraft Co.  
ATTN: MR. JOSEPH B. GREESON  
Mail Stop 808 F2B  
P.O. Box 11337  
Tucson, AZ 85734

GRIDER, E. E.  
Engelhard Industries  
ATTN: MR. ERNEST E. GRIDER  
General Manager  
Route 152  
Plainville, MA 02763

GRIFFIN, DAROLD L.  
US Army Matl Dev & Read Cmd  
ATTN: MR. DAROLD L. GRIFFIN  
5001 Eisenhower Avenue  
Alexandria, VA 22333

GROBE, A. H.  
TRW, Inc.  
ATTN: MR. ARTHUR H. GROBE  
Director, Materials Technology  
M/S T/M 3147  
23555 Euclid Avenue  
Cleveland, OH 44117

GROLLO, R. P.  
Naval Ordnance Station  
ATTN: MR. RICHARD P. GROLLO  
Mfg. Tech. Branch  
CODE 2043-MDS25  
Louisville, KY 40214

GROSS, DONALD  
US Army Materiel Dev. & Read. Cmd  
ATTN: MR. DONALD GROSS  
ATTN: DRCMT  
Office of Manufacturing Technology  
5001 Eisenhower Avenue  
Alexandria, VA 22333

GUTHRIE, GEN JOHN R.  
Cdr, US Army Matl Dev & Read Command  
ATTN: GEN JOHN R. GUTHRIE  
DRCCG  
5001 Eisenhower Avenue  
Alexandria, VA 22333

GUTTWEIN, H.  
US Army Armament R&D Command  
ATTN: MR. HANS GUTTWEIN  
DRDAR-QAF-I  
Building 62  
Dover, New Jersey 07860

GUYTON, R. D  
Universal Technology Corp.  
ATTN: MR. ROBERT D. GUYTON  
President  
A-21  
1656 Mardon Drive  
Dayton, OH 45432

GYOROG, DR. D. A.  
US Army Armament R&D Command  
ATTN: DR. DONALD A. GYOROG  
Deputy Director, FC&SCWSL  
Dover, NJ 07801

HALBIG, L.  
Naval Avionic Center  
ATTN: MR. LARRY HALBIG  
Dept. 216  
6000 East 21st Street  
Indianapolis, IN 46218

HAMILL, A. T.  
Westinghouse-Defense Center  
ATTN: MR. AL T. HAMILL  
Advisory Engr, Mfg. Planning  
M/S V-14  
P.O. Box 746  
Baltimore, MD 21203

HANDLER, H.  
US Army Materiel Dev. & Read. Cmd  
ATTN: MR. HENRY HANDLER  
Technical Relations Consultant  
5001 Eisenhower Avenue  
Alexandria, VA 22333

HANDMAN, S.  
AVCO-Systems Div.  
ATTN: MR. SEYMOUR HANDMAN  
Chief of Mfg. & Proc.  
201 Lowell Street  
Wilmington, MA 01887

HARKINS, W. D.  
Systems Consultants, Inc.  
ATTN: MR. WILLIAM D. HARKINS  
Senior Program Engineer  
Suite 300  
Pennsylvania Avenue, N.W.  
Washington, DC 20007

HARRIS, T.  
Ford Aerospace & Communications Corp.  
ATTN: MR. TONY HARRIS  
300 Renaissance Center  
20th Floor  
Detroit, MI 48324

HART, S. S.  
US Army Armament R&D Command  
ATTN: MR. STANLEY S. HART  
DRDAR-TSF-Q  
Building 61N  
Dover, New Jersey 07801

HARTIN, S. S.  
Microelectronics Engineering Corp.  
ATTN: MR. SAM S. HARTIN  
P.O. Box 1209  
Auburn, AL 36830

HARTMAN, D. B.  
Hughes Aircraft Company  
ATTN: MR. DALE B. HARTMAN  
Corporate Dir. of Manufacturing  
Building 100, MS A788  
P.O. Box 90515  
Los Angeles, CA 90009

HARY, L. B.  
Air Force Logistics Command  
ATTN: MR. L. B. HARY  
AFLC/MAXT  
Wright-Patterson AFB, OH 45433

HAUSCHILD, D. L.  
Honeywell, Inc.  
ATTN: MA. DAN L. HAUSCHILD  
Senior Materials Eng.  
M/S Mn 11-2160  
600 2nd Street NE  
Hopkins, MN 55343

HAYES, DR. G. A.  
Cdr, Naval Weapons Center  
ATTN: DR. G. A. HAYES  
CODE 3624  
China Lake, CA 93555

HAYNES, MAJ G. W.  
AF Wright Aeronautical Lab  
ATTN: MAJ GERALD W. HAYNES  
ICAM Deputy Program Manager  
AFWAL/MLTC  
Wright-Patterson AFB, OH 45433

HAYS, G. A.  
U.S. Air Force  
ATTN: MR. GILBERT A. HAYS  
AFPRO/PD  
P.O. Box 371  
Fort Worth, TX 76101

HAZEN, C. A.  
Naval Weapons Center  
ATTN: MR. CLYDE A. HAZEN  
CODE 36404  
China Lake, CA 93555

HENDERSON, J.  
Westinghouse-Defense  
ATTN: MR. JAMES HENDERSON  
P.O. Box 746  
Mail Stop 1700  
Baltimore, MD 21202

HENDERSON, L. D.  
Naval Ordnance Station  
ATTN: MR. LARRY D. HENDERSON  
Code PM5B  
Indian Head, MD 20640

HENDRICKS, COL R. J.  
USAF, Aeronautical Systems Division  
ATTN: COL ROY J. HENDRICKS  
Director Manufacturing/QC  
Wright-Patterson AFB, OH 45433

HERNDON, C. F.  
General Dynamics, Ft. Worth Div.  
ATTN: MR. CHARLES F. HERNDON  
Manager of Structural Design  
Mail Stop 2826  
P.O. Box 748  
Fort Worth, TX 76101

HERSAM, R. A.  
US Army Matl. Dev. & Read. Cmd.  
ATTN: MR. RICHARD A. HERSAM  
5001 Eisenhower Avenue  
Alexandria, VA 22333

HEVERT, C. H.  
Singer Company-Kearfott Division  
ATTN: MR. C. H. HEVERT  
Director, Production Engineering  
Mail Stop 1BA39  
1150 McBride Avenue  
Little Falls, NJ 07424

HILCHEY, R. E.  
Rockwell International  
ATTN: MR. R. E. HILCHEY  
Vice Pres., Prod. Operations  
Mail Stop 407-400  
P.O. Box 10462  
Dallas, TX 75207

HILDICK, JR., T. E.  
Honeywell, Inc.  
ATTN: MR. THOMAS E. HILDICK, JR.  
Mgr., Adv Mfg Tech, Avionics Div  
M/S 330-5  
13350 U.S. Highway 19  
St. Petersburg, FL 33733

HILL, J. E.  
International Harvester  
ATTN: MR. JAMES E. HILL  
Mgr., Mfg. Tech., Composite Matls  
Science and Technology Laboratory  
7 S. 600 County Line Road  
Hinsdale, IL 60521

HILL, R.  
Naval Electronic Systems Cmd  
ATTN: MR. RAYMOND HILL  
NAVELEX  
Washington, DC 20360

HINZ, W.  
US Army Armament Mat. Read. Cmd  
ATTN: MR. WALTER HINZ  
Industrial Specialist  
DRSAR-IRW-T  
Rock Island, IL 61299

HITTNER, H.  
Naval Matl Cmd Ind Res Det  
ATTN: MR. HOWARD HITTNER  
Code 04X25  
Philadelphia Naval Base  
Building 75-2  
Philadelphia, PA 19112

HOCK, R. J.  
Hughes Aircraft Company  
ATTN: MR. R. J. HOCK  
Tuscon Manufacturing Division  
Bldg. 801, 1-17  
P.O. Box 11337  
Tuscon, AZ 85734

HOKE, J. U.  
Harry Diamond Laboratories  
ATTN: MR. JULIUS U. HOKE  
DELHD-PO-P  
2800 Powder Mill Road  
Adelphi, MD 20783

HOLDEN, W.  
Naval Material Command  
ATTN: MR. WILLIAM HOLDEN  
MAT 064  
Washington, DC 20360

HOLLICK, CAPT F.  
HQ, Naval Material Command  
ATTN: CAPT FRED HOLLICK  
Director of Manufacturing Technology  
MAT 064  
Washington, DC 20360

HOLMES, W. H.  
Wyman-Gordon Company  
ATTN: MR. WILLIAM H. HOLMES  
Mgr. Mkt. Res & Dev.  
244 Worcester Street  
North Grafton, MA 01536

HOPPIN, III, G.  
AiResearch Manufacturing Co. of Arizona  
ATTN: MR. GEORGE HOPPIN, III  
Mail Stop 503-4Y  
P.O. Box 5217  
Phoenix, AZ 85010

HORPATH, COL R.  
US Army Materiel Dev. & Read. Cmd  
ATTN: COL RICHARD HORPATH  
5001 Eisenhower Avenue  
Alexandria, VA 22333

HOUSER, J. E.  
Rockwell International  
ATTN: MR. JAMES E. HOUSER  
Dir., Mfg., Electronic Oper.  
M/S 407-400  
P.O. Box 10462  
Dallas, TX 75207

HOWARD, MAJ W.  
Aeronautical Systems Division  
ATTN: MAJ WILLIAM HOWARD  
Director, Manufacturing/QA  
ASD/AED  
Wright-Patterson AFB, OH 45433

HUBER, J. G.  
Grumman Aerospace Corp.  
ATTN: MR. JOHN G. HUBER  
Section Head  
M/S A04-12  
New South Road  
Bethpage, NY 11714

HUBLER, G. K.  
Naval Research Laboratory  
ATTN: MR. GRAHAM K. HUBLER  
Mail Stop 6670  
Washington, DC 20375

HUNT, R. C.  
Numerical Society Society  
ATTN: MR. RONALD C. HUNT  
Executive Vice President  
519 Zenith Drive

HUSSA, R. W.  
Bell Aerospace Textron  
ATTN: MR. ROBERT W. HUSSA  
Vice President-Manufacturing  
M/S C-26  
Post Office Box One  
Buffalo, NY 14240

HUSSEY, J.  
Solar Turbines International  
ATTN: MR. JOHN HUSSEY  
Manager, Program R&D, MS R-1  
2200 Pacific Highway  
PO Box 80966  
San Diego, CA 92138

IDES, M.  
US Army Comm & Elec Matl Read Cmd  
ATTN: MR. MARTIN IDES  
Chief, Readiness Programs Div.  
DRSEL-LE-R  
Fort Monmouth, NJ 07703

IPPOLITO, D.  
Watervliet Arsenal  
ATTN: MR. DOM IPPOLITO  
SARWV-ODP-S, Bldg. 35  
Watervliet, NY 12189

IVANKO, T.  
AVCO-Lycoming  
ATTN: MR. THEODORE IVANKO  
Vice President, Eng. Prod. Liaison  
and Experimental Manufacturing  
550 South Main Street  
Stratford, CT 06497

JACAWAY, W. H.  
Boeing Aerospace Company  
ATTN: MR. W. H. JACAWAY  
Customer R&D Requirements Mgr.  
Mail Stop 84-68  
P.O. Box 3999  
Seattle, WA 98124

JACKSON, R. H.  
Mechanical Technology Inc.  
ATTN: MR. RICHARD H. JACKSON  
Marketing Mgr., Research & Technology  
968 Albany-Shaker Road  
Latham, NY 12110

JACOBSON, DR. M. I.  
Lockheed Missiles & Space Company  
ATTN: DR. MARTIN I. JACOBSON  
O/86-33, B151  
P.O. Box 504  
Sunnyvale, CA 94086

JACOBSON, R. H.  
GATX/GARD Inc.  
ATTN: MR. R. H. JACOBSON  
7449 N. Natchez  
Niles, IL 60648

JENKINS, M.  
Beloit Corporation  
ATTN: MR. MONTY JENKINS  
Paper Machinery Division  
1 St. Lawrence Avenue  
Beloit, WI 53511

JENKINS, W. H.  
Naval Air Rework Facility  
ATTN: MR. WILBUR H. JENKINS  
Advance Planning & Technology Office 003  
Mail Stop 09  
Marine Corps Air Station  
Cherry Point, NC 28533

JENSEN, D. M.  
Honeywell, Inc.  
ATTN: MR. DAVID M. JENSEN  
Mgr, AMT, Avionics Div  
M/S MN15-2390  
1625 Zarthan Avenue  
St. Louis Park, MN 55416

JOHN, DR. J.  
IRT Corporation  
ATTN: DR. JOSEPH JOHN  
Vice President  
P.O. Box 80817  
San Diego, CA 92138

JOHNSON, C. A.  
Naval Weapons Center  
ATTN: MR. C. A. JOHNSON  
CODE 3624  
China Lake, CA 93555

JOHNSON, H. A.  
AF Wright Aeronautical Laboratory  
ATTN: MR. HENRY A. JOHNSON  
AFWAL/MLTM  
Wright-Patterson AFB, OH 45433

JOHNSON, R. L.  
Sperry Univac, Defense Sys. Div.  
ATTN: MR. RICHARD L. JOHNSON  
Director, Mfg. Planning  
Mail Stop U2P25  
P.O. Box 3525  
St. Paul, MN 55104

JONES, R.  
Naval Air Systems Command  
ATTN: MR. R. JONES  
AIR 51627C  
Washington, DC 20361

JONES, R. L.  
Northrop Corp-Aircraft Div.  
ATTN: MR. RICHARD L. JONES  
Mgr., Matls & Proc Res & Tech  
M/S 3870-62  
3901 W. Broadway  
Hawthorne, CA 90250

KAHLES, DR. J. F.  
Metcut Research Assoc., Inc.  
ATTN: DR. JOHN F. KAHLES  
Senior Vice President  
3980 Rosslyn Drive  
Cincinnati, OH 45209

KAHNKE, M.  
Bendix Corporation  
ATTN: MR. MARK KAHNKE  
Manufacturing Manager  
1911 N. Ft. Meyer Drive  
Arlington, VA 22209

KAPLOWITZ, S.  
US Army Armament R&D Command  
ATTN: MR. S. KAPLOWITZ  
DRDAR-LCM-E  
Building 3305  
Dover, New Jersey 07801

KASCHAK, J. M.  
Mun. Prod. Base Mod. Agency  
ATTN: MR. JOHN M. KASCHAK  
SARPM-PBM-J  
er, NJ 07801

KATZIN, L.  
Aerospace Corporation  
ATTN: MR. LEONARD KATZIN  
Manager, Production Engineering  
Mail Stop A2/1019E  
P.O. Box 92957  
Los Angeles, CA 90009

KAUFMANN, H.  
Project Manager  
ATTN: MR. HAROLD KAUFMANN  
5280 Northeast Main Street  
Minneapolis, MN 55421

KAYAFAS, P.  
Hazeltine Corporation  
ATTN: MR. PETE KAYAFAS  
2001 Jefferson Davis Hwy  
Suite 811  
Arlington, VA 22202

KELLER, R. E.  
Allis-Chamers  
ATTN: MR. RALPH E. KELLER  
Mgr. Govt. & Comm. Marketing  
P.O. Box M101  
York, PA 17402

KELLEY, A. W.  
Honeywell, Inc.  
ATTN: MR. A. W. KELLEY  
Director of Operations  
Mail Stop 139-1  
P.O. Box 11568  
St. Petersburg, FL 33733

KELLEY, E.  
Naval Ocean Systems Center  
ATTN: MR. EUGENE KELLEY  
Mail Stop 9255  
271 Catalina Boulevard  
San Diego, CA 921521

KELLNER, J.  
Hamilton Standard  
ATTN: MR. JORDAN KELLNER  
Mail Stop 2-M-11  
Bradley Field Road  
Windsor Locks, CT 06096

KELLY, J. F.  
US Army Communications R&D Command  
ATTN: MR. JAMES F. KELLY  
DRDCO-PE-EC-1  
Ft. Monmouth, NJ 07703

KEMLER, M. P.  
Naval Matl Cmd Ind Resources Detachment  
ATTN: MR. MICHAEL P. KEMLER  
CODE 989.2, Bldg. 1029  
Philadelphia Naval Shipyard  
Philadelphia, PA 19112

KEMPER, R. S.  
Battelle-Northwest  
ATTN: MR. ROBERT S. KEMPER  
R&D Manager  
Mail Stop 306W BLDG  
Richland, WA 99352

KENNARD, R. L.  
AF Wright Aeronautical Laboratory  
ATTN: MR. RUSSELL L. KENNARD  
AFWAL/MLTM  
Wright-Patterson AFB, OH 45433

KENNEY, G.  
Mass. Institute for Tech.  
ATTN: MR. GEORGE KENNEY  
Room 4-415  
Cambridge, MA 02139

KEY, J. A.  
US Army Electronics R&D Cmd  
ATTN: MR. JOSEPH A. KEY  
DELET-RM  
Electronics Technology & Devices Lab  
Fort Monmouth, NJ 20783

KING, M. H.  
Department of Commerce  
ATTN: MS. MARGERY H. KING  
Acting Director, COUFT  
Room 3877  
Washington, DC 20230

KISNER, W.

Rock Island Arsenal  
ATTN: MR. WALTER KISNER  
Dir. of Engineering  
SARRI-EN  
Rock Island, IL 61299

KITCHINS, W.

Warner Robbins Air Logistics Center  
ATTN: MR. WILLIAM KITCHINS  
WR-ALC/MASE  
Robbins AFB, GA 31098

KLEBACK, T. A.

HQ, Naval Material Command  
ATTN: MR. THOMAS A. KLEBACK  
MAT 08L2  
Washington, DC 20360

KLEBE, R. L.

Pratt & Whitney Aircraft Group  
ATTN: MR. RICHARD L. KLEBE  
Prog. Mgr., Gov Contracts  
M/S M-06  
P.O. Box 2691  
West Palm Beach, FL 33402

KLEWOW, M.

Israel Aircraft Industries, Intl.  
ATTN: MR. MARV KLEWOW  
Director, Washington Office  
1700 N. Moore Street, Suite 1923  
Arlington, VA 22209

KLIMAN, DR. M.

Army Materials & Mechanics Research Center  
ATTN: DR. MORTON KLIMAN  
Army Materials & Mechanics Res. Ctr.  
Watertown, MA 02172

KLINEFELTER, P.

Defense Technical Info Center  
ATTN: MR. PAUL KLINEFELTER  
Deputy Director  
Data Base Services  
Cameron Station  
Alexandria, VA 22314

KOHLHORST, D. P.

Babcock & Wilcox  
ATTN: MR. DARREL P. KOHLHORST  
Manager, New Products  
Code 34  
NNFD, P.O. Box 785  
Lynchburg, VA 24505

KOLIS, K.

Mun. Prod. Base Mod. Agency  
ATTN: MR. KALMAN KOLIS  
Chief, Metal Parts Division  
SARPM-PBM-MC  
Dover, New Jersey 07801

KOLLAR, W. L.

Naval Ship Systems Eng. Station  
ATTN: MR. WALTER L. KOLLAR  
Mail Stop 035.1  
Philadelphia, PA 19112

KOPPENAAL, DICK

US Army Material Dev. & Read. Cmd  
ATTN: MR. DICK KOPPENAAL  
DRCMT  
Office of Manufacturing Technology  
5001 Eisenhower Avenue  
Alexandria, VA 22333

KORNITZKY, MICHAEL A.

US Army Matls & Mech Res Ctr  
ATTN: MR. MICHAEL A. KORNITZKY  
DRXMR-PMT  
Watertown, MA 02172

KOSTER, W. P.

Metcut Research Associates, Inc.  
ATTN: MR. WILLIAM P. KOSTER  
President  
3980 Rosslyn Drive  
Cincinnati, OH 45209

KOTAR, K.

General Electric  
ATTN: MR. KERRY KOTAR  
Manager, Production Program  
Mail Stop 24021  
1000 Western Avenue  
Lynn, MA 01910

KOTLER, R.

US Army Missile Command  
ATTN: MR. RICHARD KOTLER  
DRSML-ET  
Redstone Arsenal, AL 35809

KOURCE, A.

US Army Ind. Base Eng. Activity  
ATTN: MR. ANDREW KOURCE  
DRXIB-MT  
Rock Island, IL 61299

KRAJKOWSKI, E

US Army Armament R&D Command  
ATTN: MR. EDWARD KRAJKOWSKI  
DRDAR-LCM-SE  
Dover, NJ 07801

KRAMER, J. D.

Boeing Commercial Airplane Co.  
ATTN: MR. JOHN D. KRAMER  
Automation Tech Mgr, Mfg. R&D  
M/S 9R-35  
P.O. Box 3707  
Seattle, WA 98124

KUHL, G. E.  
AF Wright Aeronautical Lab  
ATTN: MR. G. EDWARD KUHL  
AFWAL/MLPO  
Wright-Patterson AFB, OH 45433

KUNG, J.  
Harris Corp., PRD Electronics  
ATTN: MR. JEFFREY KUNG  
6801 Jericho Turnpike  
Syosset, NY 11791

KURZ, W.  
General Electric Company  
ATTN: MR. WALTER KURZ  
Mgr., Mfg. Dev. Oper., Aircraft Engine Gr.  
Mail Stop 26804  
1000 Western Avenue  
Lynn, MA 01910

LAI, J.  
Pearl Harbor Naval Shipyard  
ATTN: MR. JOHN LAI  
CODE 383  
Pearl Harbor, HI 96960

LANASA, J.  
Westinghouse Electric  
ATTN: MR. JOHN LANASA  
Nuclear Equipment Division  
P.O. Box 355  
Pittsburgh, PA 15230

LANGLOIS, A. P.  
Northrop Corporation, Aircraft Div.  
ATTN: MR. AL P. LANGLOIS  
Director, New Tech. Acquisition  
M/S 5071/61  
3901 W. Broadway  
Hawthorne, CA 90250

LAPERLE, C.  
Honeywell, Inc.  
ATTN: MR. CLAUDE LAPERLE  
Mail Stop 330-5  
13350 U.S. 19  
St. Petersburg, FL 33733

LaPLANTE, R.  
Varian Associates  
ATTN: MR. ROGER LaPLANTE  
8 Salem Road  
Box 25  
Beverly, MA 01915

LARSON, H. E.  
Honeywell, Inc.  
ATTN: MR. H. E. LARSON  
Production Manager  
MN11-2340  
600 Second Street, N.E.  
Hopkins, MN 55343

LASKEY, J. M.  
RCA - Automated Systems  
ATTN: MR. JOHN M. LASKEY  
Manager, ATE Program Operations  
Mail Stop 9-2  
P.O. Box 588  
Burlington, MA 01803

LAZAR, H. F.  
US Army Armament R&D Command  
ATTN: MR. HUGH F. LAZAR  
Acting Director, Product Assurance  
DRDAR-QA  
Dover, NJ 07801

LEHN, DR. L. L.  
Office of Under Sec of Defense (R&E,R&AT)  
ATTN: DR. LLOYD L. LEHN  
Assistant for Manufacturing Technology  
Room 3E114  
Pentagon  
Washington, DC 20301

LELAND, J. M.  
Naval Air Rework Facility  
ATTN: MR. JAMES M. LELAND  
CODE 640.1, Bldg. 3  
Naval Air Station  
North Island  
San Diego, CA 92135

LENZ, G.  
McDonnell Aircraft  
ATTN: MR. GEORGE LENZ  
Bldg. 27, S.BALC, Post 98C  
Box 516  
St. Louis, MO 63066

LEPORE, J.  
Mun. Prod. Base Mod. Agency  
ATTN: MR. JOHN LEPORE  
SARPM-PBM-L  
Dover, NJ 07801

LEWIS, J. R.  
Eglin Air Force Base  
ATTN: MR. JAMES R. LEWIS  
Director of Manufacturing  
AD/PMO  
Eglin AFB, FL 32542

LEWIS, L.  
Doehler Jarvis, Div. of NL Industries  
ATTN: MR. LARRY LEWIS  
Customer Liaison Eng.  
5400 N. Detroit Avenue  
Toledo, OH 43612

LEWIS, DR. R.  
US Army Matl. & Mech. Res. Ctr.  
ATTN: DR. ROBERT LEWIS  
DRXMR-RD  
Watertown, MA 02172



LHERBIER, L. W.  
Universal-Cyclops Corporation  
ATTN: MR. LOUIS W. LHERBIER  
Mgr, Powder Metallurgy  
Universal-Cyclops Specialty Steel Div  
Mayer Street  
Bridgeville, PA 15017

LINDSEY, R. C.  
IBM Corporation  
ATTN: MR. RAYMOND C. LINDSEY  
Executive Manager, Mfg. & Mfg. Eng.  
Bodie Hill Road  
Owego, NY 13827

LITTLE, G.  
US Army Missile Command  
ATTN: MR. GORDON LITTLE  
DRSMI-RST, BO 5400  
Redstone Arsenal, AL 35809

LIUZZI, L.  
Benet Weapons Lab-ARRADCOM  
ATTN: MR. LEONARD LIUZZI  
Watervliet, NY 12189

LOMBARD, C. A.  
Aeronautical Systems Division  
ATTN: MR. CARL A. LOMBARD  
Dep. Dir. of Mfg./QA for Prop.  
ASD/YZD  
Wright-Patterson AFB, OH 45433

LOVELL, R. D.  
Northrop Corporation  
ATTN: MR. ROBERT D. LOVELL  
Vice President, New Program Dev.  
Mail Stop 4960/83  
3901 West Broadway  
Hawthorne, CA 90250

LOWNDES, J. C.  
Aviation Week  
ATTN: MR. JAY C. LOWNDES  
Engineering Editor  
425 National Press Bldg.  
Washington, D.C. 20045

MADDEN, P. A.  
SKF Industries, Inc.  
ATTN: MR. PATRICK A. MADDEN  
Sr. Sales Manager  
1100 First Avenue  
King of Prussia, PA 19406

MADISON, S.  
Whirlpool Corporation  
ATTN: MR. SHANNON MADISON  
Sr. Mfg. Res. Engr.  
Monte Road  
Benton Harbor, MI 49072

MAGUIRE, W. M.  
Advanced Technology Systems  
ATTN: MR. WILLIAM M. MAGUIRE  
Director of Operations  
17-01 Pollitt Drive  
Fairlawn, NJ 07410

MAIONCHI, M. A.  
Naval Plant Representative (SSPO)  
ATTN: MR. MICHAEL A. MAIONCHI  
SPL-632  
P.O. Box 504  
Sunnyvale, CA 94086

MAJUMDER, B.  
General Dynamics, Convair Division  
ATTN: MR. BOB MAJUMDER  
Manager, Adv. Prog. Res. & Tech.  
Mail Stop 41-3100  
P.O. Box 80847  
San Diego, CA 92138

MALLETS, LTC T. J.  
Air Force Logistics Center  
ATTN: LTC THOMAS J. MALLETS  
AFLC/PMMP  
Wright-Patterson AFB, OH 45433

MALM, D. C.  
Booz, Allen & Hamilton  
ATTN: MR. DAVID C. MALM  
Principal  
4330 East West Highway  
Bethesda, MD 20014

MARKALL, J.  
Naval Ocean Systems Center  
ATTN: MR. JOHN MARKALL  
Mail Stop 9243  
271 Catalina Boulevard  
San Diego, CA 92152

MARSICO, R. R.  
Singer-Kearfott Division  
ATTN: MR. RALPH R. MARSICO  
Senior Management Analyst  
M/S 03B31  
1150 McBride Avenue  
Little Falls, NJ 07424

MARTIN, P. E.  
Microwave Associates, Inc.  
ATTN: MR. PIERRE E. MARTIN  
Director of Govt Relations  
63 South Avenue  
Burlington, MA 01803

MASON, J. C.  
Bath Iron Works Corp.  
ATTN: MR. JOHN C. MASON  
Marad Program Manager  
Dept. 56  
700 Washington Street  
Bath, ME 04530

MATSCHULAT, W. R.  
Waukesha Division-Abex Corporation  
ATTN: MR. W. R. MATSCHULAT  
Vice President, General Manager  
1300 Lincoln Avenue  
Waukesha, WI 53186

MATTICE, J.  
AF Wright Aeronautical Lab  
ATTN: MR. JAMES MATTICE  
AFWAL/MLT  
Wright-Patterson AFB, OH 45433

MAURER, K.  
Raytheon Company  
ATTN: MR. KENNETH MAURER  
Missile Systems Division  
Mail Stop H2-46  
Hartwell Road  
Bedford, MA 01730

MAURER, R.  
SKF Industries  
ATTN: MR. ROBERT MAURER  
1100 First Avenue  
King of Prussia, PA 19406

MAXWELL, W.  
Naval Air Rework Facility  
ATTN: MR. WILLIAM MAXWELL  
Director, Ind. Planning  
CODE 640  
Norfolk, VA 23511

MAY, C.  
Lockheed Missiles & Space Company  
ATTN: MR. CLAYTON MAY  
B/170, O/8633  
P.O. Box 504  
Sunnyvale, CA 94086

MAY, R. K.  
Bell Helicopter/Textron  
ATTN: MR. RICHARD K. MAY  
Senior Vice President, Operations  
Dept. 2A  
P.O. Box 482  
Fort Worth, TX 76101

McBURNEY, C. E.  
US Army Ind. Base Eng. Activity  
ATTN: MR. CHARLES E. McBURNEY  
DRXIB-MT  
Rock Island, IL 61299

MCCARTHY, J. N.  
TRW Inc.  
ATTN: MR. JOHN MCCARTHY  
T/M 2110  
23555 Euclid Avenue  
Cleveland, OH 44117

McCARTY, F. H.  
Raytheon Company  
ATTN: MR. FRANK H. McCARTY  
Director  
141 Spring Street  
Lexington, MA 02173

McCLOSKEY, P. F.  
Electronic Industries Assoc.  
ATTN: MR. PETER F. McCLOSKEY  
President  
2001 I Street, N.W.  
Washington, D.C. 20006

McCLURE, V. W.  
Texas Instruments, Inc.  
ATTN: MR. VIRGE W. McCLURE  
Corporate Mfg. Tech. Center  
P.O. Box 225621  
M/S 452  
Dallas, TX 45265

McCRACKEN, J. R.  
USAF Wright-Aeronautical Lab  
ATTN: MR. JOHN R. McCRACKEN  
AFWAL/MLTC  
Dayton, OH 45433

McDONALD, M.  
Honeywell, Inc.  
ATTN: MR. MARK McDONALD  
Defense Systems Division  
MN-112320  
600 Second Street, N.E.  
Hopkins, MN 55343

McGLONE, S. A.  
US Army Ind. Base Eng. Activity  
ATTN: MR. STEVE A. McGLONE  
DRXIB-MT  
Rock Island, IL 61299

McINNIS, J. W.  
Naval Material Command  
ATTN: MR. JOHN W. McINNIS  
Dep. Dir. for Manufacturing Technology  
Crystal Plaza #5, Room 382  
Jefferson Davis Highway  
Arlington, VA 20360

McLAINE, D.  
US AF Wright Aeronautical Laboratories  
ATTN: MR. DAVID McLAINE  
AFWAL-AADE  
Wright-Patterson AFB, OH 45433

McROBERTS, G.  
Lockheed Missiles & Space Co., Inc.  
ATTN: MR. GREG McROBERTS  
86-16/B-151  
1111 Lockheed Way  
Sunnyvale, CA 94086

MEADE, L. E.  
Lockheed Georgia Company  
ATTN: MR. L. E. MEADE  
Department 72-77, Mail Zone 450  
Marietta, GA 30063

MEINERT, R.  
US Army Armament R&D Command  
ATTN: MR. RICHARD MEINERT  
DRDAR-LLU-M  
Dover, NJ 07801

MERCER, JR., D. H.  
RCA Corporation  
ATTN: MR. D. HOWARD MERCER, JR.  
Mgr., Prod. Prog. Projects -AEGIS  
M/S 105-002  
Bottom Landing Road  
Morrestown, NJ 08034

MESSINA, F. J.  
Grumman Aerospace Corp.  
ATTN: MR. F. J. MESSINA  
Vice President, Manufacturing  
MS B-36-02  
Bethpage, NY 11714

MESUK, R.  
US Army Armament R&D Command  
ATTN: MR. ROBERT MESUK  
Chief, Value Engineering Div.  
DRDAR-PMV  
Building 65S  
Dover, NJ 07801

METCALFE, DR. A.  
Solar Turbine International  
ATTN: DR. ARTHUR METCALFE  
Associate Director, Research  
Mail Stop R1, P.O. Box 80966  
2200 Pacific Highway  
San Diego, CA 92138

MEYER, J. D.  
Tech Tran Corporation  
ATTN: MR. JOHN D. MEYER  
President  
1062 Alton Court  
Naperville, IL 60540

MEYER, L. D.  
General Electric Company  
ATTN: MR. LESLIE D. MEYER  
Aircraft Engine Group  
Mail Stop G-8  
Evendale, OH 45215

MICHAEL, J. G.  
McDonnell Douglas Astronautics Co.  
ATTN: MR. J. G. MICHAEL  
Dept. E080, Bldg. 107, Room 316  
Post B-2  
P.O. Box 516  
St. Louis, MO 63166

MICHEL, FREDERICK J.  
US Army Matl Dev & Read Cmd  
ATTN: MR. FREDERICK J. MICHEL  
Acting Chief, Office of MT  
DRCMT  
5001 Eisenhower Avenue  
Alexandria, VA 22333

MICILLO, C.  
Grumman Aerospace Corp.  
ATTN: MR. CARL MICILLO  
Manager  
Mail Stop A04-12  
So. Oyster Bay Road  
Bethpage, NY 11714

MILLER, F.  
AF Wright-Aeronautical Lab  
ATTN: MR. FRED MILLER  
AFWAL/MLTM  
Wright-Patterson AFB, OH 45433

MILLER, J.  
AVCO-Lycoming  
ATTN: MR. JULE MILLER  
Chief, Manufacturing Div.  
550 S. Main Street, LSA-3  
Stratford, CT 06497

MINDLIN, HAROLD  
Battelle-Columbus Labs  
ATTN: MR. HAROLD MINDLIN  
Prog. Mgr., Metals & Ceramics  
Information Center  
505 King Avenue  
Columbus, OH 43201

MITCHELL, S.  
General Electric Co., Aircraft Eng. Gr.  
ATTN: MR. STEPHEN MITCHELL  
Advanced Frames Manager  
Mail Stop H36  
1 Neumann Way  
Evendale, OH 45215

(PARROTT) MONTAGUE, R. J.  
Naval Sea Systems Command  
ATTN: MS. RAYE J. (PARROTT) MONTAGUE  
CODE SEA 03R3  
Washington, DC 20362

MONTUORI, V. H.  
Watervliet Arsenal-Benet Weapons Lab  
ATTN: MR. VICTOR H. MONTUORI  
Adv. Eng. Section  
Building 40  
Watervliet, NY 12189

MOORE, J. B.  
Pratt & Whitney  
ATTN: MR. JOSEPH B. MOORE  
Director, Matls. Eng. & Tech.  
Mail Stop B150  
P.O. Box 2691  
West Palm Beach, FL 33402

MOORE, R. E.  
Hughes Helicopters  
ATTN: MR. RICHARD E. MOORE  
Manager, R&D Dept.  
Mail Stop T490  
Culver City, CA 90230

MOORE, T. L.  
Bendix Energy Controls Division  
ATTN: MR. TED L. MOORE  
Director of Operations  
717 N. Bendix Drive  
South Bend, Indiana 46620

MORIARTY, B. J.  
Charles Stark Draper Laboratory  
ATTN: MR. BRIAN J. MORIARTY  
Mail Stop 03  
555 Technology Square  
Cambridge, MA 02139

MORRISEY, E. J.  
AF Wright Aeronautical Laboratory  
ATTN: MR. EDWARD J. MORRISEY  
AFWAL-MLSE  
Wright-Patterson AFB, OH 45433

MOSS, JR., C. W.  
Babcock & Wilcox  
ATTN: MR. CHARLES W. MOSS, JR.  
Marketing Specialist  
Mail Stop 44  
P.O. Box 785  
Lynchburg, VA 24505

MULDOON, T. F.  
Numerical Control Society  
ATTN: MR. T. F. MULDOON  
Tech. Vice President  
9912 So. Pioneer Boulevard  
Santa Fe Springs, CA 90670

MURPHY, J. J.  
Raytheon Company  
ATTN: MR. JOHN J. MURPHY  
Mail Stop 91  
528 Boston Post Road  
Sudbury, MA 02154

MUSTICO, COL R. J.  
Air Force Logistics Command  
ATTN: COL RICHARD J. MUSTICO  
Director, Fac & Prod. Eng.  
DCS/Maintenance  
AFLC/MAX  
Wright-Patterson AFB, OH 45433

NADER, E. M.  
Program Mgt, XM-1 Tank, TARADCOM  
ATTN: MR. EDWARD M. NADER  
DRCPM-GCM-F  
Warren, MI 48090

NASH, A. G.  
US Army Armament R&D Command - LCWSL  
ATTN: MR. ALBERT G. NASH  
Ch, Tube Fired Fuze Br, Nuc & Fuze Div  
Dover, NJ 07801

NEAL, J. K.  
Air Logistics Center  
ATTN: MR. JOHN K. NEAL  
SA-ALC/MMPRT  
Kelly AFB, TX 78212

NEAL, R. K.  
Vought Corporation  
ATTN: MR. RAYMOND NEAL  
M/S 2-22030  
P.O. Box 225907  
Dallas, TX 75265

NEY, G.  
US Army Industrial Base Eng. Activity  
ATTN: MR. GORDON NEY  
DRXIB-MT  
Rock Island, IL 61299

NICHOLOFF, A.  
HQ, Air Force Logistics Command  
ATTN: MR. ANDREW NICHOLOFF  
AFLC/MAXT  
Wright-Patterson AFB, OH 45433

NIEDERMAN, COL N. E.  
Los Angeles Air Force Station  
ATTN: COL NORMAN E. NIEDERMAN  
Dir. of Mfg. & Quality Assurance  
SD/PMD  
P.O. Box 92960, Worldway Postal Center  
Los Angeles, CA 90009

NOHREN, JR., J. E.  
Innova, Inc.  
ATTN: MR. JOHN E. NOHREN, JR.  
President  
5170 126th Street, North  
Clearwater, FL 33520

O'BRIEN, B. J.  
TRW, Defense & Space Systems  
ATTN: MR. BERNARD J. O'BRIEN  
Senior Mfg. Staff Engineer  
M3/2107  
One Space Park  
Redondo Beach, CA 90278

OLAH, M. F.  
Raytheon Co  
ATTN: MR. MICHAEL OLAH  
5717 Huberville Avenue-Suite 200  
Dayton, OH 45431

ORPHANOS, J. A.  
Hanscom Air Force Base  
ATTN: MR. JOHN A. ORPHANOS  
Director of Manufacturing  
ESD/TOM, M/S 36  
Hanscom Air Force Base  
Bedford, MA 01731

ORRIS, A. A.  
Alum Precision Products, Inc.  
ATTN: MR. ALBERT ORRIS  
2621 South Susan Street  
Santa Ana, CA 92704

OYLER, G.  
American Welding Society  
ATTN: MR. GLENN OYLER  
2501 Northwest 7th Street  
Miami, FL 33125

PABLO, M. R.  
Naval Research Laboratory  
ATTN: MR. MANUEL R. PABLO  
Code 6009  
Washington, DC 20375

PANKEY, JR., LTC JAMES L.  
Aeronautical Systems Division  
ATTN: LTC JAMES L. PANKEY, JR.  
ASD/YWD  
Wright-Patterson AFB, OH 45433

PANZARELLA, P. P.  
Aeronautical Systems Division  
ATTN: MR. PHILLIP P. PANZARELLA  
Asst. Deputy Cmdr for Aircraft MOD  
4950/AM  
Wright-Patterson AFB, OH 45433

PARISH, H. G.  
Litton Industries  
ATTN: MR. H. G. PARISH  
Electron Tube Division  
1215 So. 52nd Street  
Tempe, AZ 85281

PARK, B. C.  
US Army Missile Command  
ATTN: MR. BOBBY C. PARK  
Adv. Sys. Dev. Mfg.  
DRSMI-RST  
Redstone Arsenal, AL 35809

PARSONS, J. H.  
Naval Air Rework Facility  
ATTN: MR. JOHN H. PARSONS  
CODE 644  
Naval Air Station  
Alameda, CA 94501

PATSFALL, K. E.  
General Electric Company  
ATTN: MR. RALPH E. PATSFALL  
Mgr., Mfg. Tech. Operations  
Mail Drop A-273  
Interstate 75  
Cincinnati, OH 45211

PAULINSKI, D. W.  
Sperry Univac  
ATTN: MR. DENNIS W. PAULINSKI  
Manager, Engineering  
Mail Stop U2U25  
P.O. Box 3525  
St. Paul, MN 55165

PEBLY, H. E.  
Plastics Tech Evaluation Center (ARRADCOM)  
ATTN: MR. HARRY E. PEBLY  
DRDAR-SCM-O  
Dover, NJ 07801

PENTON, A. P.  
McDonnell Douglas Astronautics Corp.  
ATTN: MR. ALLEN PENTON  
A3-208, 13-3  
5301 Bolsa Avenue  
Huntington Beach, CA 92647

PENTON, J. W.  
US Army Materiel Dev. & Read. Cmd  
ATTN: MR. JOSEPH W. PENTON  
Public Information Officer  
DRCIN-PI  
5001 Eisenhower Avenue  
Alexandria, VA 22333

PETERSEN, R. S.  
Lockheed Missiles & Space Co., Inc.  
ATTN: MR. R. S. PETERSEN  
Manager  
B170/86-30  
P.O. Box 504  
Sunnyvale, CA 94086

PETRONE, J.  
US Army Industrial Base Eng. Activity  
ATTN: MR. JOHN PETRONE  
DRXIB-MT  
Rock Island, IL 61299

PETRUSHA, J.  
Garrett Airesearch Corp.  
ATTN: MR. JOHN PETRUSHA  
Mail Stop 101-1  
111 S. 34th Street  
Box 5217  
Phoenix, AZ 85010

PHELPS, W. M.  
McDonnell Douglas Elec. Co.  
ATTN: MR. WILLIAM W. PHELPS  
Director, Manufacturing  
Dept. 1700  
2600 N. Third Street  
St. Charles, MO 63301

PHILLIPS, R. M.  
Litton Industries  
ATTN: MR. ROBERT M. PHILLIPS  
Manager, Special Projects  
Electron Tube Div., Linear Beam Dept.  
960 Industrial Road  
San Carlos, CA 94070

PHILLIPS, R. H.  
Univ of IL at Chicago Circle  
ATTN: MR. ROHAN PHILLIPS  
Dept of Mat'ls Eng  
Box 4348  
Chicago, IL 60680

PINCKNEY, R.  
Boeing Vertol Company  
ATTN: MR. ROBERT PINCKNEY  
Advanced Technology, P62-06  
P.O. Box 16858  
Philadelphia, PA 19142

PIONKE, L. J.  
McDonnell Douglas Astronautics  
ATTN: MR. LAWRENCE J. PIONKE  
Dept. E457, Bldg. 270E/3/PST. E14  
Mail Stop 024  
P.O. Box 516  
St. Louis, MO 63166

PLEW, L. E.  
Naval Weapon Support System  
ATTN: MR. LARRY E. PLEW  
CODE 3073  
Building 2906  
Crane, IN 47522

PLOUDRE, M.  
US Army Aviation R&D Command  
ATTN: MR. MILTON PLOUDRE  
DRDAV-EGX  
4300 Goodfellow Boulevard  
St. Louis, MO 63120

POLANSKY, D.  
National Bureau of Standards  
ATTN: MR. DANIEL POLANSKY  
RAD-P, C-216  
Washington, DC 20234

POPE, G. E.  
Harry Diamond Laboratories  
ATTN: MR. GLEN E. POPE  
DELHD-PO-P  
2800 Powder Mill Road  
Adelphi, MD 20783

PRESTON, CAPT R. R.  
AF Wright Aeronautical Laboratories  
ATTN: CAPT RICHARD R. PRESTON  
AWAL/MLTC  
Wright-Patterson AFB, OH 45433

PRINCE, D.  
Commander, Hanscom Air Force Base  
ATTN: MR. DAN PRINCE  
ESD/TOM  
Mail Stop 36  
Hanscom AFB, MA 01731

QUIGLEY, F. C.  
US Army Matls & Mech Research Center  
ATTN: MR. FRANCIS C. QUIGLEY  
Chief, Process Development Division  
Metals & Ceramics Laboratory  
DRXMR-ER  
Watertown, MA 02172

RAGANO (RET), MG F. P.  
American Defense Preparedness Assoc.  
ATTN: MG F. P. RAGANO (RET)  
Suite 900  
1700 N. Moore  
Arlington, VA 22090

RANDLE, D. R.  
Naval Weapons Center  
ATTN: MR. DALE R. RANDLE  
Code 364  
China Lake, CA 93555

RAZZETTI, L.  
Westinghouse - DESC  
ATTN: MR. LOUIS RAZZETTI  
Mail Stop V-14  
P.O. Box 746  
Baltimore, MD 21203

REAVES, P.  
Naval Ocean Systems Center  
ATTN: MR. PAT REAVES  
CODE 9204  
271 Catalina Blvd.  
San Diego, CA 92152

REED, DR. D. L.  
General Dynamics  
ATTN: DR. DANNY L. REED  
Manager, Mfg. Tech.  
Mail Stop 6219  
P.O. Box 748  
Fort Worth, TX 76101

REED, D.  
Texas Instruments  
ATTN: MR. DON REED  
Operations Manager, Equipment Group  
M/S 2231, N Building  
P.O. Box 226015  
Dallas, TX 75266

REEVE, JR., R. C.  
Advanced Robotics Corp.  
ATTN: MR. RONALD C. REEVE, JR.  
President  
Newark Ohio Industrial Park  
Building 8, Route 79  
Hebron, OH 43025

REID, M. D.  
Doehler-Jarvis Castings  
ATTN: MR. MARVIN D. REID  
P.O. Box 8041  
Kentwood, MI 49508

REINECKE, A. J.  
US Army Logistics Mgmt. Ctr.  
ATTN: MR. A. J. REINECKE  
DRXMC-ITC-E  
DARCOM Intern Training Center  
Red River Army Depot  
Texarkana, TX 75007

REMSKI, R.  
Honeywell, Avionics Div.  
ATTN: MR. ROBERT REMSKI  
Prin. Production Engr.  
M/S MN15-2390  
1625 Zarthan Avenue  
St. Louis Park, MN 55416

RENTON, W. J.  
Vought Corporation  
ATTN: MR. W. JAMES RENTON  
Manager, Advanced Composites  
P.O. Box 225907  
Dallas, TX 75265

REUTTER, J. R.  
A. T. Kearney, Inc.  
ATTN: MR. JOHN R. REUTTER  
Manager  
222 South Riverside Plaza  
Chicago, IL 60606

REUWER, M.  
Chemical Systems Laboratory, ARRADCOM  
ATTN: MR. M. REUWER  
Associate for Engineering  
DRDAR-CLG  
Aberdeen Proving Ground, MD 21010

RICHTER, H. E.  
IBM Corporation  
ATTN: MR. HARRY E. RICHTER  
Ind. Consultant  
1133 Westchester Avenue  
White Plains, NY 10604

RIESGRAF, M.  
Honeywell Inc., Avionics Division  
ATTN: MR. MATT RIESGRAF  
MN17-1521  
2600 Ridgeway Parkway  
Minneapolis, MN 55413

RIGDON, C.  
Naval Electronic Systems Cmd  
ATTN: MR. CARL RIGDON  
ELEX 504512  
Washington, DC 20360

RIGGS, E. W.  
Naval Weapons Support Center  
ATTN: MR. EARL W. RIGGS  
Code 3073  
Building 2917  
Crane, IN 47522

RIPKEN, J. H.  
McDonnell Douglas Astronautics Co.  
ATTN: MR. JAMES H. RIPKEN  
Senior Manufacturing Engineer  
M/S 12-2  
5301 Bolsa Avenue  
Huntington Beach, CA 92647

RIZZO, F.  
Crucible Research Center  
ATTN: MR. FRANK RIZZO  
Engineering Supervisor  
Pittsburgh, PA 15230

ROBERTSON, A. R.  
General Dynamics, Convair Div.  
ATTN: MR. A. R. ROBERTSON  
Manager, Manufacturing Technology  
Mail Stop 52-4000  
P.O. Box 80847  
San Diego, CA 92138

ROGERS, G. P.  
Pratt & Whitney Aircraft Group  
ATTN: MR. GEORGE P. ROGERS  
Government Business Rep.  
M/S OBA-2N  
400 Main Street  
East Hartford, CT 06108

ROGERS, M. H.  
Office of Secretary of Air Force  
ATTN: MR. MARTIN H. ROGERS  
SAF/ALP  
The Pentagon  
Washington, DC 20330

ROLSTON, P. W.  
US Army Mat. & Mech. Res. Ctr.  
ATTN: MR. PAUL W. ROLSTON  
DRXMR-MQ  
Watertown, MA 02172

RUBENSTEIN, A.  
General Electric Company  
ATTN: MR. AL RUBENSTEIN  
Mfg. Eng. Consulting & Appl. Ctr  
Building 36, Room 631  
1 River Road  
Schenectady, NY 12345

RUBENSTEIN, R. S.  
General Electric Co., Aircraft Engine Gr.  
ATTN: MR. RALPH S. RUBENSTEIN  
Manager, Business Plans and Practices  
Mail Stop 174AD  
1000 Western Avenue  
Lynn, MA 01910

RUSNAK, J. P.  
Pratt & Whitney Aircraft Group, UTC  
ATTN: MR. JAMES P. RUSNAK  
Technology & Research Mgr., Marketing  
Mail Stop PBGF, R-15  
P.O. Box 2691  
West Palm Beach, FL 33402

RUWE, DR. V. W.  
US Army Missile Command  
ATTN: DR. VICTOR W. RUWE  
DRSMI-RST  
Redstone Arsenal, AL 35809

RYAN, R.  
A. T. Kearney, Inc.  
ATTN: MR. RAY RYAN  
Manager  
699 Prince Street  
P.O. Box 1405  
Alexandria, VA 22313

SADLER, R. L.  
Bendix Corporation  
ATTN: MR. ROBERT L. SADLER  
P.O. Box 1159  
Kansas City, MO 64141

SAFFIAN, L.  
US Army Armament R&D Command, LCWSL  
ATTN: MR. L. SAFFIAN  
Chief, Energetic Sys. Proc. Div.  
DRDAR-LCM  
Building 3342  
Dover, New Jersey 07801

SAFIER, B. S.  
Director, Naval Matl Cmd Ind Res Det  
ATTN: MR. BILL S. SAFIER  
Code 04X  
Building 75-2  
Naval Base  
Philadelphia, PA 19112

SAKAI, J. M.  
Naval Air Rework Facility  
ATTN: MR. JEFF M. SAKAI  
CODE 340  
Building 341  
North Island  
San Diego, CA 92135

SALLOT, B. M.  
Society of Manufacturing Engineers  
ATTN: MR. BERNARD M. SALLOT  
Dir., Professional and Gov. Activities  
One SME Drive  
P.O. Box 930  
Dearborn, MI 48128

SAMPSON, R. W.  
Central Intelligence Agency  
ATTN: MR. ROGER W. SAMPSON  
P.O. Box 1925  
Washington, DC 20013

SANII, E.  
University of Miami  
ATTN: MR. EZAT SANII  
Assistant Professor  
Industrial Engineering Dept.  
Coral Gables, FL 33124

SAXMAN, J. A.  
Naval Avionics Center  
ATTN: MR. JAMES A. SAXMAN  
Director, CAM & Test Technology Div.  
Mail Stop D/240  
6000 E. 21st Street  
Indianapolis, IN 46219

SCHMIDT, R. N.  
Honeywell, Inc.  
ATTN: MR. ROGER N. SCHMIDT  
Assistant to Director  
MN19-T460  
1700 West Highway 36  
Roseville, MN 55113

SCHRADER, G. E.  
TRW, Inc.  
ATTN: MR. GUSTAV E. SCHRADER  
Vice Pres., Mfg. & Tech. Services  
T/M 2424  
23555 Euclid Avenue  
Cleveland, OH 44117

SCHUCK, G.  
US Army Materiel Dev. & Read. Cmd.  
ATTN: MR. GEORGE SCHUCK  
ATTN: DRCMT  
5001 Eisenhower Avenue  
Alexandria, VA 22333

SCHULTZ, J. D.  
Naval Air Systems Command  
ATTN: MR. JOHN D. SCHULTZ  
CODE AIR 5162C5  
Washington, DC 20361

SCOTT, C.  
Vought Corporation  
ATTN: MR. CAL SCOTT  
Sr. Ind. Engr.  
9316 Jefferson  
Dallas, TX

SCOTT, JR., N.  
US Army Armament R&D Command  
ATTN: MR. NATHANIEL SCOTT, JR.  
DRDAR-SCF-FM  
Building 65 South  
Dover, New Jersey 07801

SEITZ, DAVID W.  
US Army Matls & Mech Res Ctr  
ATTN: MR. DAVID W. SEITZ  
DRXMR-PMT  
Technology Plan. & Mgmt. Div.  
Watertown, MA 02172



SELBY, W. E.

Boeing Aerospace Co.  
ATTN: MR. WILLIAM E. SELBY  
Director, Mfg.  
M/S 1F57  
P.O. Box 3999  
Seattle, WA 98124

SGARRO, R. R.

Aeronautical Systems Div.  
ATTN: MR. R. R. SGARRO  
Director of Manufacturing/QA  
ASD/PMD  
Wright-Patterson AFB, OH 45433

SHARPLESS, G. C.

Albany International Research Company  
ATTN: MR. GARRETT C. SHARPLESS  
Senior Research Assoc.  
Route 129 at U.S. 1  
Dedham, MA 02026

SHAUGHNESSY, F. O.

PRC Ridgecrest Engineering Company  
ATTN: MR. FREDERICK O. SHAUGHNESSY  
Manager, Data/Configuration Dept.  
1415-B N. Norma Street  
Ridgecrest, CA 93555

SHAW, R. B.

Air Force Systems Command  
ATTN: MR. ROBERT B. SHAW  
Aeronautical Systems Division  
ATTN: YYD  
Wright-Patterson AFB, OH 45433

SHEETS, D.

Air Force Acquisition Log. Div.  
ATTN: MR. DAN SHEETS  
AFALD/PTEEL  
Wright-Patterson AFB, OH 45433

SHEPHARD, L.

General Electric Company  
ATTN: MR. LARRY SHEPHARD  
Building K1, Room 5C19  
P.O. Box 8  
Schnectady, NY 12345

SHOW, W. A.

Eglin Air Force Base  
ATTN: MR. WILLIAM A. SHOW  
AD/PMD  
Eglin Air Force Base, FL 32542

SIEGEL, M.

Pratt & Whitney Aircraft  
ATTN: MR. MEL SIEGEL  
Manager, Materials  
721 Robin Way  
N. Palm Beach, FL 33408

SIGAL, E. B.

Naval Ship Systems Eng. Station  
ATTN: MR. EDWARD B. SIGAL  
Code 035  
Philadelphia Naval Base  
Philadelphia, PA 19112

SIKLOSI, A. E.

Mun. Prod. Base Mod. Agency  
ATTN: MR. ALBERT E. SIKLOSI  
SARPM-M-PBM-E  
M/S 171  
Dover, New Jersey 07801

SILVESTRI, G.

Naval Underwater Sys Center  
ATTN: MR. GIOVANNI SILVESTRI  
CODE 36012  
Building 679  
Newport Lab  
Newport, RI 02840

SINGER, H. B.

Charles Stark Draper Labs  
ATTN: MR. HERBERT B. SINGER  
Mail Stop 42  
555 Technology Square  
Cambridge, MA 02139

SKERRETT, P. E.

AVCO Everett Research Laboratory  
ATTN: MR. PETER E. SKERRETT  
Marketing Manager  
2385 Revere Beach Parkway  
Everett, MA 02149

SKRYPA, DR. M. J.

Allied Chemical Corporation  
ATTN: DR. M. J. SKRYPA  
Production Manager  
P.O. Box 1021R  
Morristown, NJ 07960

SMITH, B.

Bureau of Standards  
ATTN: MR. BRAD SMITH  
A123, Bldg. 220  
Washington, DC 20234

SMITH, G.

Defense Ind. Plant Equip. Ctr.  
ATTN: MR. GARLAND SMITH  
TFM  
Airways Boulevard  
Memphis, TN 38114

SMITH, P. J.  
Naval Weapons Support Center  
ATTN: MR. PHILIP J. SMITH  
Code 505  
Crane, IN 47522

STOYKO, M. A.  
US Army Mun. Prod. Base Mod. Agency  
ATTN: MR. MICHAEL A. STOYKO  
SARPM-PBM-J  
Dover, NJ 07801

SMITH, R. L.  
McDonnell Douglas Electronics Company  
ATTN: MR. ROBERT L. SMITH  
Manager, Quality Engineering  
Dept. 1600  
P.O. Box 426  
St. Charles, MO 63301

STRASSNER, R.  
Doehler Jarvis Castings (NL Industries)  
ATTN: MR. RAY STRASSNER  
1945 Smead Avenue  
Toledo, OH 43601

SPALSBURY, W. A.  
Battelle Columbus Labs  
ATTN: MR. WILLIAM A. SPALSBURY  
Metals & Ceramics Info. Center  
M/S MEIE  
505 King Avenue  
Columbus, OH 43201

STURGES, R. H.  
Westinghouse Electric Corp.  
ATTN: MR. R. H. STURGES  
Mail Stop 601-1B27  
1310 Beulah Road  
Pittsburgh, PA 15235

SPORTELLI, L. G.  
IBM Corporation  
ATTN: MR. LOUIS G. SPORTELLI  
Division Director of Manufacturing  
Federal Systems Div., RM 2C18  
10215 Fernwood Road  
Bethesda, MD 20034

SULLIVAN, J. H.  
US Army Industrial Base Eng. Activity  
ATTN: MR. JAMES H. SULLIVAN  
DRXIB-MT  
Rock Island, IL 61299

STANDER, M.  
Naval Air Systems Command  
ATTN: MR. MAXWELL STANDER  
AIR 516303  
Washington, DC 20361

SULLIVAN, W.  
General Electric Co., Aircraft Engine Gr.  
ATTN: MR. WILLIAM SULLIVAN  
Manager, Manufacturing Engineering  
Mail Stop 17003  
1000 Western Avenue  
Lynn, MA 01910

STEELE, B.  
Systems Research Laboratory, Inc.  
ATTN: MR. BENNIE STEELE  
Mail Stop 1R50  
2800 Indian Ripple Road  
Dayton, OH 45440

SUMMERBELL, W. E.  
W. E. Summerbell Company  
ATTN: MR. WILLIAM E. SUMMERBELL  
President  
P.O. Box 2564  
Arlington, VA 22201

STELLABOTTE, M. L.  
Naval Air Development Center  
ATTN: MR. MICHAEL L. STELLABOTTE  
Code 606C  
Warminster, PA 18974

SUTTON, G. P.  
Lawrence Livermore Lab  
ATTN: MR. GEORGE P. SUTTON  
Deputy Program Leader  
M/S L-506  
P.O. Box 808  
Livermore, CA 94550

STETTER, C. G.  
Stetter Associates, Inc.  
ATTN: MR. CHARLES G. STETTER  
935 E. Meadow Drive  
Palo Alto, CA 94303

SWART, W. T.  
General Dynamics  
ATTN: MR. W. T. SWART  
Department 497  
Mail Stop 53068  
P.O. Box 85039  
San Diego, CA 92138

STONER, R. W.  
Vought Corporation  
ATTN: MR. ROBERT W. STONER  
Vice Pres. of Operations Dev.  
Mail Stop 2-20,000  
P.O. Box 225907  
Dallas, TX 75265

SYED, A.  
Naval Air Rework Facility  
ATTN: MR. ASGHAR SYED  
Code 640  
Naval Air Station  
Norfolk, VA 23511

TANNER, J. P.  
American Institute of Industrial Engineer  
ATTN: MR. JOHN P. TANNER  
1410 Pinar Drive  
Orlando, FL 32817

TASCH, R. P.  
Philadelphia Naval Shipyard  
ATTN: MR. ROBERT P. TASCH  
CODE 385.1  
Philadelphia, PA 19112

TAWANCY, H.  
Cabot Carr  
ATTN: MR. HANI TAWANCY  
Eng. Associate  
1020 W. Park Avenue  
Kokoma, IN 46901

TAYLOR, A. T.  
Boeing Commercial Airplane Company  
ATTN: MR. ALLAN T. TAYLOR  
Manager, Mfg. Research and Development  
Mail Stop 9R-35  
P.O. Box 3707  
Seattle, WA 98124

TESAR, D.  
University of Florida  
ATTN: PROF. DELBERT TESAR  
Ctr of Intelligent Machines & Robotics  
Mechanical Engineering  
Gainesville, FL 32611

THELLMANN, E. L.  
Gould, Inc.  
ATTN: MR. EDWARD L. THELLMANN  
Gould Laboratories  
Department 741  
18901 Euclid Avenue  
Cleveland, OH 44117

THOMPSON, A.  
General Electric Co., Aircraft Engine Gr.  
ATTN: MR. ARTHUR THOMPSON  
Manager, Quality Measurement Systems  
Mail Stop E45  
175 and Newman Way  
Cincinnati, OH 45215

THOMPSON, JR., DR. JOHN R.  
Naval Surface Weapons Center  
ATTN: DR. JOHN R. THOMPSON, JR.  
Code G-52  
Building 203  
Dahlgren, VA 22448

TOBIAS, I.  
TRW, Inc.  
ATTN: MR. IVAN TOBIAS  
M3/2282  
1 Space Park  
Redondo Beach, CA 90278

TOMASHOT, R. C.  
AF Wright Aeronautical Lab  
ATTN: MR. R. C. TOMASHOT  
AFWAL/ML  
Wright-Patterson AFB, OH 45433

TOTH, I.  
TRW, Inc.  
ATTN: MR. ISTVAN TOTH  
Manager, Materials Dev.  
Mail Stop 3293  
23555 Euclid Avenue  
Cleveland, OH 44117

TOTON, E. J.  
General Motors Technical Center  
ATTN: MR. EDWARD J. TOTON  
Sr. Staff Engineer  
Mfg. Dev. EA Bldg.  
30000 Mound Road  
Warren, MI 48090

TROY, J. W.  
Naval Ocean Systems Center  
ATTN: MR. JUNN W. TROY  
CODE 9203  
271 Catalina Blvd.  
San Diego, CA 92152

TULKOFF, J.  
Lockheed-Georgia Company  
ATTN: MR. JOSEPH TULKOFF  
Director of Manufacturing Technology  
86 South Cobb Drive  
Marietta, GA 30066

TUTKA, J. L.  
US Army Aviation R&D Command  
ATTN: MR. JAMES L. TUTKA  
4300 Goodfellow Boulevard  
St. Louis, MO 63120

TWEEDDALE, DR. J. W.  
Office of Asst. Sec. of the Navy  
ATTN: DR. JAMES W. TWEEDDALE  
Director, Productivity Management  
Washington, DC 20360

ULEAREY, E. C.  
Philadelphia Naval Shipyard  
ATTN: MR. ELMER C. ULEAREY  
Code 101  
Philadelphia, PA 19112

ULRICH, T. H.  
Westinghouse Corp.  
ATTN: MR. THOMAS H. ULRICH  
Mail Stop 271  
P.O. Box 746  
Baltimore, MD 21203

URQUHART, G. K.  
Boeing Aerospace Company  
ATTN: MR. GORDON K. URQUHART  
Operations Manager  
Mail Stop 84-54  
P.O. Box 3999  
Seattle, WA 98124

VALENTINE, G. W.  
Hughes Aircraft Company  
ATTN: MR. GARY W. VALENTINE  
Mail Stop 6/C136  
Centinela & Teale Streets  
Culver City, CA 90230

VALORI, R.  
Naval Air Propulsion Center  
ATTN: MR. RAYMOND VALORI  
PF72  
P.O. Box 7176  
Trenton, NJ 08628

VAN NIEROP, J.  
E-Systems, Inc., ECI Division  
ATTN: MR. JOHN VAN NIEROP  
Manager, Test Engineering  
Mail Stop 13  
1501 72nd Street, N.  
St. Petersburg, FL 33710

VanWINKLE, D. B.  
Air Force Systems Command  
ATTN: MR. DAVID B. VanWINKLE  
Foreign Technology Division  
Wright-Patterson AFB, OH 45433

VAUGHAN, R. W.  
TRW, Inc.  
ATTN: MR. ROBERT W. VAUGHAN  
Manager  
Mail Stop 01-2171  
One Space Park  
Redondo Beach, CA 90266

VINCENT, D. A.  
Society of Manufacturing Eng.  
ATTN: MR. DONALD A. VINCENT  
Manager, Associate Services  
One SME Drive  
P.O. Box 930  
Dearborn, MI 48128

VOJNOVICH, T.  
Westinghouse Electric Corporation  
ATTN: MR. TED VOJNOVICH  
R&D Center  
Beulah Road  
Pittsburgh, PA 15235

VOLLMER, R. G.  
US Army Aviation R&D Command  
ATTN: MR. ROBERT G. VOLLMER  
ATTN: DRDAV-EGX  
4300 Goodfellow Boulevard  
St. Louis, MO 63120

VOLTAGGIO, JR., F.  
Northrop Corporation  
ATTN: MR. FRANK VOLTAGGIO, JR.  
600 Hicks Road  
Rolling Meadows, IL 60008

VOSS, LTC J. D.  
Air Force Systems Command  
ATTN: LTC JOHN D. VOSS  
Dep. Dir., R&D Contracting  
ASD/PMR  
Wright-Patterson AFB, OH 45433

WAKEFIELD, S. L.  
General Electric Company  
ATTN: MS. SHIRLEY L. WAKEFIELD  
Mktg Programs, Quality & Mfg. Processes  
M/S H-9, Aircraft Engine Gr.  
1 Neumann Way - 175  
Cincinnati, OH 45215

WALDMAN, DR. J.  
US Army Armament R&D Command  
ATTN: DR. JEFFREY WALDMAN  
DRDAR-SCM-P  
Building 355  
Dover, New Jersey 07801

WALLACE, R.  
Pratt & Whitney Aircraft  
ATTN: MR. RAYMOND WALLACE  
Marketing Engineer  
118 West First Street  
Dayton, OH 45402

WALLENTINE, R. E.  
Weber State College  
ATTN: MR. ROBERT E. WALLENTINE  
Mfg Engineering Tech  
3750 Harrison Blvd, 1802  
Ogden, UT 84408

WALTERS, J. J.  
AVCO Lycoming Division  
ATTN: MR. JEREMY J. WALTERS  
Director  
550 So. Main Street  
Stratford, CT 06497

WALTERS, W. C.  
Rockwell International  
ATTN: MR. W. C. WALTERS  
Dir., Adv. Mfg., Elec. Oper.  
Mail Stop 407-00  
P.O. Box 1046  
Dallas, TX 75201

WALTON, L. F.  
Naval Matl Cmd Ind Res Det  
ATTN: MR. LOUIS F. WALTON  
Code 04X27  
Building 75-2  
Naval Base  
Philadelphia, PA 19112

WAMSLEY, J. R.  
US Army Foreign Science & Tech Ctr  
ATTN: MR. JAMES R. WAMSLEY  
220 7th Street, NE  
MS MT1  
Charlottesville, VA 22901

WARD, J. P.  
Rohr Industries  
ATTN: MR. JOHN P. WARD  
P.O. Box 878  
Chula Vista, CA

WATSON, W. H.  
Naval Ocean Systems Center  
ATTN: MR. WILBUR H. WATSON  
Code 714  
271 Catalina Avenue  
San Diego, CA 92152

WEINFURTER, G. W.  
American Welding Society  
ATTN: MR. GEORGE W. WEINFURTER  
Executive Director  
2501 N.W. 7th Street  
Miami, FL 33125

WEITNER, W.  
Aerospace Industries Assoc.  
ATTN: MR. WALTER WEITNER  
Director, Aerospace Opns. Serv.  
Suite 700  
1725 DeSales Street, NW  
Washington, DC 20036

WELLS, JR., R. N.  
Naval Sea Systems Command  
ATTN: MR. ROY N. WELLS, JR.  
NC #3, Room 6E06  
Washington, DC 20362

WELSH, W. J.  
Naval Matl Cmd Ind Res Det  
ATTN: MR. WILLIAM J. WELSH  
Code 04X24  
Building 75-2  
Naval Base  
Philadelphia, PA 19112

WENZEL, LTC T. E.  
Aeronautical Systems Division  
ATTN: LTC THOMAS E. WENZEL  
ASD/AXT  
Wright-Patterson AFB, OH 45433

WHITE, J. W.  
Aerojet Tactical Systems  
ATTN: MR. JAMES W. WHITE  
Director, Manufacturing  
Building 2019  
P.O. Box 13400  
Sacramento, CA 95813

WHITE, M.  
Kaman Aerospace Corporation  
ATTN: MR. MARK WHITE  
Chief, M&P Applications  
Old Windsor Road  
Bloomfield, CT 06002

WHITEMAN, A. E.  
Department of Energy  
ATTN: MR. A. E. WHITEMAN  
Albuquerque Operations Office  
Weapons Development Division  
Kirtland AFB, P.O. Box 5400  
Albuquerque, NM 87115

WILEY, C.  
General Electric Company  
ATTN: MR. CHARLES WILEY  
Mgr., Dev. Mfg.  
3198 Chestnut Street  
Philadelphia, PA 19101

WILGER, J. D.  
Raytheon Company  
ATTN: MR. JAMES D. WILGER  
Corporate Representative  
5717 Huberville Avenue  
Dayton, OH 45431

WILLIAMS, C. G.  
E-Systems, Inc., ECI Division  
ATTN: MR. C. GERARD WILLIAMS  
Director of Manufacturing Eng.  
Mail Stop 13  
1501 72nd Street, N.  
St. Petersburg, FL 33710

WILLIAMS, D.  
DLA-DIPEC  
ATTN: MR. DON WILLIAMS  
Airways Boulevard  
Memphis, TN 38114

WILLIAMS, J. L.  
Cincinnati Milacron, Inc.  
ATTN: JOSEPHINE L. WILLIAMS  
Director, Applied Sciences R&D  
4701 Marburg Avenue  
Cincinnati, OH 45209

WILLS, R. H.  
Naval Ocean Systems Center  
ATTN: MR. ROBERT H. WILLS  
Code 9203  
271 Catalina Blvd.  
San Diego, CA 92152

WILLYARD, D.  
Bendix Corporation  
ATTN: MR. DON WILLYARD  
P.O. Box 1159  
Kansas City, MO 64141

WILSKER, O.

Naval Matl Cmd Ind Res Det  
ATTN: MR. OSCAR WILSKER  
Code 04X26  
Building 75-2  
Naval Base  
Philadelphia, PA 19112

ZAKRAYSEK, L.

General Electric Company  
ATTN: MR. LOUIS ZAKRAYSEK  
Electronics Park, Bldg. 3, Room 24  
Mail Stop A3  
Syracuse, NY 13221

WILSON, J. W.

Cincinnati Milacron, Inc.  
ATTN: MR. JOHN W. WILSON  
Sr. Research Associate  
Dept. 41D  
4701 Marburg Avenue  
Cincinnati, OH 45209

ZANIS, C. A.

David Taylor Naval Ship R&D Center  
ATTN: MR. CHARLES A. ZANIS  
CODE 2820  
Fabrication Technology Division  
Annapolis, MD 21402

WOLFE, W.

Grumman Aerospace Corporation  
ATTN: MR. WILLIAM WOLFE  
Chief, Eng. Machine Tools  
MS B0830  
Bethpage, NY 11714

ZONIO, E.

IBM  
ATTN: MR. EDMUND ZONIO  
Mfg. Eng.  
Oswego, NY

YACKOWSKY, M. F.

USAF - Aeronautical Systems Division  
ATTN: MR. MICHAEL F. YACKOWSKY  
Program Manager - Planning  
ASD/XRS  
Wright-Patterson AFB, OH 45433

ZUTKOFF, A.

Naval Research Laboratory  
ATTN: MR. AARON ZUTKOFF  
Code 6805  
Washington, DC 20375

YEZEK, R.

Grumman Aerospace Corporation  
ATTN: MR. ROBERT YEZEK  
Asst. Dir., Energy Conservation  
Mail Stop 30-30  
Bethpage, NY 11714

ZWART, R.

Douglas Aircraft  
ATTN: MR. ROBERT ZWART  
Manager of Mfg. Res. & Dev.  
Mail Stop 1-22, Dept. C-1353  
3855 Lakewood Boulevard  
Long Beach, CA 90846

YOUNT, R.

General Electric Company  
ATTN: MR. REED YOUNT  
Manufacturing Technology Lab  
MD A273  
Interstate 75  
Cincinnati, OH 45215

ZYBLIKIEWYCZ, E.

Naval Matl Cmd Ind Res Det  
ATTN: MR. EUGENE ZYBLIKIEWYCZ  
Code 04X29  
Building 75-2  
Naval Base  
Philadelphia, PA 19112

ZAJAC, E. A.

General Electric Company  
ATTN: MR. EDWIN A. ZAJAC  
Mgr, Qual Control-OEP, Ordnance Div  
M/S 214  
100 Plastics Avenue  
Pittsfield, MA 01201